2019
LAPORAN TAHUNAN
ANNUAL REPORT

BANK ARTHA GRAHA INTERNASIONAL



Quality Growth in Digital Era

Pertumbuhan Berkualitas di Era Digital



2019

Quality Growth
in Digital Era
Pertumbuhan Berkualitas di Era Digital

Bank Artha Graha Internasional senantiasa mengutamakan pertumbuhan yang berkualitas. Pencapaian rencana kerja dan strategi usaha yang berorientasi kepada pemenuhan harapan Pemegang Saham dan pemangku kepentingan menjadi prioritas. Hal ini khususnya difokuskan kepada optimalisasi pengembangan usaha yang sesuai dengan tantangan digitalisasi dan keberlanjutan sehingga Bank dapat memenangkan persaingan di industri perbankan Indonesia.

Bank Artha Graha Internasional always prioritizes quality growth. Achievement of work plans and business strategies oriented towards meeting the expectations of Shareholders and stakeholders is a priority. This is particularly focused on optimizing business development in accordance with the challenges of digitalization and sustainability so that the Bank can win the competition in Indonesian banking industry.

Sanggahan dan Batasan Tanggung Jawab
Disclaimer and Scope of Responsibilities

Laporan Tahunan 2019 PT Bank Artha Graha Internasional Tbk (yang selanjutnya disebut Bank Artha Graha Internasional atau Bank) ini disusun untuk memenuhi ketentuan pelaporan hasil kinerja Bank periode 1 Januari sampai dengan 31 Desember 2019 kepada regulator. Laporan Tahunan ini disusun berdasarkan Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dengan muatan konten sesuai Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Laporan Tahunan ini memuat pernyataan terkait tujuan, kebijakan, rencana, strategi, serta hasil operasi dan keuangan yang disusun berdasarkan data faktual yang dapat dipertanggungjawabkan kebenarannya. Selain itu, Laporan Tahunan ini juga menyajikan informasi terkait proyeksi kerja Bank di tahun selanjutnya yang disusun berdasarkan pernyataan-pernyataan prospektif dan berbagai asumsi mengenai kondisi mendatang Bank, serta lingkungan bisnis yang terkait, sehingga dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan. Oleh karena itu, Bank menghimbau agar pemangku kepentingan dapat menggunakan informasi tersebut secara bijak dalam pengambilan keputusan.

The 2019 Annual Report of PT Artha Graha Internasional Tbk (hereinafter refer to as Bank Artha Graha Internasional or Bank), is written in order to comply with the regulatory requirement to report the Bank's performance for the period of January 1 to December 31, 2019. This Annual Report was published in pursuant to the Financial Services Authority Regulation No. 29/POJK.04/2016 on The Issuers and Public Companies Annual Report and contained material as outlined in Financial Services Authority Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of the Issuers and Public Companies Annual Reports.

This Annual Report contains statements related to the objective, policy, plan, strategy, as well as the operational and financial result of the Bank that is written based on the accountable factual data. In addition, this Annual Report also presents information related to the Bank's work projection for the following year which is written based on the prospective statements and various assumptions related to future condition of the Bank, and relevant business condition, which may develop differently than what is stated in this Annual Report. Therefore, the Bank request the stakeholders to use this information for their decision making wisely.

Kesinambungan Tema
Theme Continuity

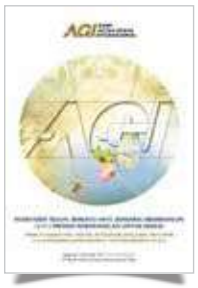


2018

Mengoptimalkan Sumber Daya untuk Pertumbuhan Berkelanjutan
Optimize Resources for Sustainable Growth

Ketidakpastian pasar keuangan global yang memengaruhi pasar keuangan dalam negeri tidak membatasi pertumbuhan Bank Artha Graha Internasional di tahun 2018. Meskipun kinerja operasional dan keuangan melemah secara nominal, namun kualitas keuangan Bank tercatat lebih baik dari tahun sebelumnya sehingga mendorong semangat Bank untuk terus mengupayakan pertumbuhan berkelanjutan. Peningkatan kualitas ini merupakan hasil dari implementasi strategi terkait optimalisasi jaringan kantor, pertumbuhan aset yang berkualitas, pengembangan unit retail dan *consumer banking* sebagai penunjang peningkatan *customer based*, peningkatan CASA melalui pengembangan digital *banking*, serta optimalisasi sinergi dengan mitra atau jaringan bisnis.

The uncertainty in the global financial markets that affected the domestic financial market did not hamper the growth of Bank Artha Graha Internasional in 2018. Although the Bank's financial and operational performance weakened in nominal terms, the Bank's financial quality was better than the previous year's, encouraging the Bank to continue its pursuit of sustainable growth. Such an improvement of quality resulted from the implementation the optimization of office network, quality asset growth, development of retail and consumer banking units to support the expansion of Customer Base, increase of CASA through the development of digital banking; and optimization of synergies with partners or business network.



2017

Komitmen Teguh, Bersatu Hati, Bersama Membangun serta Meraih Keberhasilan untuk SEMUA
Firmly Committed, United in Passion, Building Together, and Attaining Achievements for the Benefit of All

Guna meningkatkan kinerja secara berkelanjutan dan menghadapi persaingan ketat perbankan yang tak terhindarkan di masa mendatang, Bank senantiasa berupaya memenuhi ketersediaan sumber daya manusia yang sesuai dengan kebutuhan organisasi, menjaga dan meningkatkan kualitas portofolio, serta melakukan pengembangan produk dan layanan secara menyeluruh. Bank berkomitmen untuk menjadi lebih baik, sejalan dengan dinamika, dan gerak laju usaha menuju perubahan yang dilandasi oleh: Komitmen Teguh; Bersatu Hati; Bersama Membangun; serta Meraih Keberhasilan untuk SEMUA.

To improve performance in a sustainable manner and face the increasingly tough banking competition that will be inevitable in the future, the Bank always strives to meet the availability of human resources that are in line with the needs of the organization, maintain and improve the quality of its portfolio, and develop a comprehensive range of products and services. The Bank is committed to becoming better, in line with the dynamics and movement of the business towards change that is based on the spirit of being: Firmly Committed; United in Passion; Building Together; and Attaining Achievements for the Benefit of All.



2016

Senantiasa Meningkatkan Kinerja Demi Kualitas Tertinggi
Continuously Improving Performance to the Highest Quality

Bank senantiasa berupaya mengambil langkah-langkah strategis yang bertujuan untuk meningkatkan kinerja secara berkelanjutan. Untuk menghadapi persaingan perbankan yang semakin ketat di masa-masa yang akan datang, Bank senantiasa menjaga ketersediaan sumber daya manusia secara kualitas dan kuantitas sesuai dengan kebutuhan organisasi, menjaga dan meningkatkan kualitas portofolio, melakukan pengembangan produk-produk, serta meningkatkan kualitas layanan secara menyeluruh.

The Bank continues to take strategic steps with the goal of enhancing its sustainable performance. In response to anticipating the future banking competition, the Bank strives to maintain the quality and quantity of human resources that is required by the organization, maintain and improve the quality of the portfolio, develop its products, and improve the general quality of services.

Jejak Langkah
Milestones

1973

7 September 1973
Mendirikan dan mengawali kiprah dalam industri keuangan sebagai lembaga keuangan bukan bank dengan nama PT Inter-Pacific Financial Corporation.

7 September 1973
Incorporated and started its mark in the financial industry as a non-bank financial institution by the name of PT Inter-Pacific Financial Corporation.

1990

23 Agustus 1990
Mencatatkan Saham pada Bursa Efek Jakarta dan Surabaya.

23 August 1990
Listed Shares on Jakarta Stock Exchange and Surabaya Stock Exchange.

1992

19 Mei 1992
Merubah nama dari PT Inter-Pacific Financial Corporation menjadi PT Inter-Pacific Bank Tbk.

19 May 1992
Changed its name from PT Inter-Pacific Financial Corporation Tbk to PT Inter-Pacific Bank Tbk.

1993

24 Februari 1993
Mendapatkan izin usaha sebagai bank umum dengan Surat Keputusan Menteri Keuangan Republik Indonesia No. 176/KMK.017/1993.

24 February 1993
Obtained business license as a commercial bank pursuant to the Decision Letter of the Minister of Finance of the Republic of Indonesia No. 176/KMK.017/1993.

2007

17 April 2007
Memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) berdasarkan Surat No. S-1746/BL/2007 untuk melakukan Penawaran Umum Terbatas (PUT) II.

17 April 2007
Obtained effective statement from the Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) through Letter No. S-1746/BL/2007 to conduct Limited Public Offering (PUT) II.

2008

1 Desember 2008
Memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-8684/ BL/2008 untuk melakukan PUT III.

1 December 2008
Obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-8684/ BL/2008 to conduct PUT III.

2012

5 Desember 2012
Memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-13878/BL/2012 untuk melakukan PUT IV.

5 December 2012
Obtained effective statement from the Chairman of Bapepam-LK with Letter No. S-13878/BL/2012 to conduct PUT IV.

2016

23 November 2016
Memperoleh pernyataan efektif dari Kepala Eksekutif Pengawas Pasar Modal Otoritas Jasa Keuangan berdasarkan Surat No. S-682/D.04/2016 untuk melakukan PUT V.

23 November 2016
Obtained effective statement from the Executive Chair of Capital Market of the Financial Services Authority through Letter No. S-682/D.04/2016 to conduct PUT V.

1997

13 Juni 1997
Merubah nama menjadi PT Bank Inter-Pacific Tbk.

13 June 1997
Changed its name to PT Bank Inter-Pacific Tbk.

1999

9 April 1999
Mengajukan permohonan pembatalan pencatatan (*delisting*) saham di Bursa Efek Surabaya yang direalisasikan 10 hari kemudian melalui pemberian persetujuan atas permohonan tersebut.

9 April 1999
Filed for a proposal to delist shares on Surabaya Stock Exchange, which was realized 10 days later after approval.

27 September 1999
Memperoleh pernyataan efektif dari Ketua Bapepam berdasarkan Surat No. S-1761/PM/1999 untuk melakukan Penawaran Umum Terbatas (PUT) I.

27 September 1999
Obtained effective statement from the Chairman of Bapepam under Letter No. S-1761/PM/1999 to conduct Limited Public Offering (PUT) I.

2005

16 Agustus 2005
Melakukan perubahan nama menjadi PT Bank Artha Graha Internasional Tbk setelah *merger* dengan PT Bank Artha Graha berdasarkan izin dari Bank Indonesia dengan Keputusan Gubernur Bank Indonesia No. 7/49/KEP.GBI/2005.

16 August 2005
Changed its name to PT Bank Artha Graha Internasional Tbk, after merging with PT Bank Artha Graha based on the license from Bank Indonesia under the Decision of Governor of Bank Indonesia No. 7/49/KEP.GBI/2005.

2017

26 Oktober 2017
Melakukan perubahan logo sebagai wujud perubahan Bank yang dinamis dengan dilandasi filosofi dan semangat baru.

26 October 2017
Adopted a new logo as a form of the Bank's dynamic change based on a new philosophy and spirit.

2018

3 Mei 2018
Meluncurkan kartu berlogo Gerbang Pembayaran Nasional (GPN) sebagai salah satu wujud interoperabilitas dalam mendukung kemudahan bertransaksi oleh Bank Artha Graha Internasional dan Perbankan Indonesia. Bank Artha Graha Internasional merupakan salah satu dari bank peserta *pilot project* GPN bersama Bank Mandiri, BNI, BRI, BCA, CIMB Niaga, dan Bank Permata.

3 May 2018
Launched a National Payment Gate (GPN) card as a form of interoperability in supporting the ease of transactions of Bank Artha Graha Internasional and Indonesian Banking. Bank Artha Graha Internasional is one of the GPN pilot project participants, together with Bank Mandiri, BNI, BRI, BCA, CIMB Niaga, and Bank Permata.

2019

10 Oktober 2019
Bank Artha Graha Internasional berinovasi membuka *Cafe Banking*. Inovasi *Cafe Banking* ini merupakan sinergi Bank dengan *Coffee Shop* untuk memberikan layanan perbankan berbasis digital dengan suasana yang nyaman kepada nasabah. Di samping itu, nasabah dapat melakukan aktivitas bisnis dan menjalin relasi sekaligus melakukan transaksi perbankan dengan dukungan fasilitas berupa *coffee lounge, free wifi*, dan ruang *meeting*.

10 October 2019
Bank Artha Graha Internasional innovates and opens Cafe Banking . This Cafe Banking innovation is a synergy between the Bank and a Coffee Shop to provide digital-based banking services with a comfortable atmosphere for the customers. Furthermore, customers can conduct business activities and establish relationships while doing banking transactions with the support of facilities such as coffee lounges, free wifi, and meeting rooms.

Keunggulan Kompetitif
Competitive Advantages

Memberikan Layanan Terbaik untuk Nasabah
Provide the Best Service to Customers

Dalam mewujudkan Visi dan Misi Bank Artha Graha Internasional untuk menjadi Bank terbaik pilihan masyarakat dan memberikan pelayanan prima, Bank memberikan layanan operasional bagi nasabah sampai dengan hari Sabtu. Bank juga menghadirkan beragam program produk tabungan dengan suku bunga yang kompetitif dan disesuaikan dengan beragam segmentasi pasar yang dilayani. Hal ini sebagai bentuk dukungan Bank dalam memenuhi kebutuhan nasabah yang aktif dan beragam.

In an effort to realize the vision and mission of Bank Artha Graha Internasional to become the people's choice for the best Bank that provides excellent service, the Bank provides operational services to its customers every day until Saturday. The Bank also offers various savings programs with competitive interest rates that are adjusted in accordance with the market segment that is served. This is a form of the Bank's support in meeting the various and active needs of the customer.

Jaringan Kantor dan ATM yang Luas di Lokasi-lokasi yang Strategis
Branch Network and Spacious ATMs in Strategic Locations

Dengan dukungan 91 jaringan kantor, yang terdiri dari 1 kantor pusat, 32 Kantor Cabang, 54 Kantor Cabang Pembantu, 4 Kantor Kas, dan 147 ATM serta tergabung dalam jaringan ATM Prima dan jaringan ATM ALTO yang yang tersebar luas di berbagai lokasi-lokasi strategis di Indonesia, Bank Artha Graha Internasional hadir untuk menjangkau seluruh nasabah setia. Bank memiliki tenaga ahli dan berpengalaman yang siap untuk memberikan pelayanan prima dan handal kepada seluruh nasabah.

Selain itu, Bank juga meningkatkan pelayanan kepada masyarakat dengan menyediakan layanan *mobile banking* agar nasabah dapat melakukan transaksi kapanpun dan dimanapun secara *real time.*

With the support of 91 office networks, consisting of 1 Head Office, 32 Branch Offices, 54 Sub-Branch Offices, 4 Cash Offices, and 147 ATMs, as well as incorporated in ATM Prima and ATM ALTO networks that are widespread in various strategic locations in Indonesia, Bank Artha Graha Internasional is here to reach all of its loyal customers. The Bank has experts who are experienced and accessible to offer excellent and reliable service to all customers.

Apart from the above, the Bank also enhances its services to the communities by providing mobile banking services to allow customers to conduct real time transactions any time and from any location.

Reputasi Bank yang Baik
Good Bank Reputation

Sebagai Bank yang bereputasi baik, Bank Artha Graha Internasional menjalankan usaha sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik dan secara *prudent*. Setiap usaha yang dilakukan, Bank senantiasa berlandaskan pada komitmen untuk menaati asas dan peraturan yang berlaku. Hal ini telah meningkatkan kepercayaan pemangku kepentingan kepada Bank Artha Graha Internasional.

Sejak tahun 2016, Bank Artha Graha Internasional dipilih sebagai salah satu dari delapan bank yang mengikuti proyek percontohan keuangan berkelanjutan yang dijalankan oleh Otoritas Jasa Keuangan dengan dukungan *technical assistance* dari WWF Indonesia yang bertajuk *Pilot Indonesia First Movers on Sustainable Banking.* Bank juga dipercaya pemerintah untuk menyalurkan Kredit Usaha Rakyat (KUR) dan Kredit Pemilikan Rumah dengan Fasilitas Likuiditas Pembiayaan Perumahan (KPR FLPP). Selain itu, Bank dipercaya oleh Bank Indonesia sebagai salah satu Bank dalam penyelenggaraan sistem Interkoneksi dan Interoperabilitas Kartu Debit Domestik Gerbang Pembayaran Nasional.

As a Bank with good reputation, Bank Artha Graha Internasional conducts business in accordance with good corporate governance principles and in a prudent manner. Every business that is conducted by the Bank is based on the commitment to abide by applicable rules and regulations. This has gained the trust of stakeholders of Bank Artha Graha Internasional.

Since 2016, Bank Artha Graha Internasional has been chosen as one of eight banks who carried out a sustainable finance pilot project that was initiated by the Financial Services Authority with the support of technical assistance from WWF Indonesia, entitled Pilot Indonesia First Movers on Sustainable Banking. The Bank has also been entrusted by the Government to distribute Micro Community Commercial Loans (KUR) and Home Financing Liquidity Facility Housing Loan (KPR FLPP). Furthermore, the Bank has also been entrusted by Bank Indonesia as a participant in the interconnection and Interoperability system of the Debit Card of the Domestic National Payment Gateway.

Sistem Informasi yang Akurat dan Terintegrasi
Accurate and Integrated Information System

Dengan dukungan tenaga Teknologi Informasi yang terampil, Bank memiliki sistem informasi manajemen yang akurat dan terintegrasi. Salah satu keunggulan Bank yaitu mampu bersaing secara sehat di industri perbankan dalam memberikan layanan yang lebih baik kepada para nasabah. Bank secara konsisten terus memutakhirkan sistem informasi berbasis teknologi dari waktu ke waktu, sehingga kualitas ketersediaan informasi Bank semakin akurat, tepat waktu, dan dapat dipercaya dalam pengambilan keputusan penting oleh manajemen Bank.

Through the support of a dependable Information Technology, the Bank has an accurate and integrated management information system. This provides an advantage to the Bank to allow it to compete in a healthy manner within the industry in offering better service to its customers. The Bank consistently updates its technology-based information system from time to time to ensure that the quality of the information is accurate, timely and reliable to support important decision making by the Bank's management.

Daftar Isi
Table Of Contents

2 Tema dan Arti Tema
Theme and Theme Meaning

2 Sanggahan dan Batasan Tanggung Jawab
Disclaimer and Scope of Responsibilities

3 Kesinambungan Tema
Theme Continuity

4 Jejak Langkah
Milestones

6 Keunggulan Kompetitif
Competitive Advantages

7 Daftar Isi
Table of Contents

Kilas Kinerja
Performance Overview

Ikhtisar Keuangan Financial Highlights	12
Ikhtisar Operasional Operational Highlights	16
Ikhtisar Saham Share Highlights	16
Ikhtisar Obligasi Bond Highlights	18
Penghargaan dan Sertifikasi Awards and Certifications	19
Peristiwa Penting Significant Events	20

Laporan Manajemen
Management Report

Laporan Dewan Komisaris Board of Commissioners Report	24
Laporan Direksi Board of Directors Report	28

Profil Perusahaan
Corporate Profile

Identitas Perusahaan Corporate Identity	34
Riwayat Singkat Brief History	36
Filosofi Logo Logo Philosophy	38
Visi, Misi, dan Nilai Perusahaan Vision, Mission, and Corporate Values	40
Bidang Usaha Line of Business	44
Produk dan Jasa Products and Services	47
Peta Wilayah Operasional Operational Area Map	50
Inovasi Digital Digital Innovation	52
Struktur Organisasi Organization Structure	53
Profil Dewan Komisaris Board of Commissioners Profile	54
Profil Direksi Board of Directors Profile	57
Profil Pejabat Eksekutif Profile of Executive Officials	60
Profil Karyawan Employee Profile	71
Struktur Pemegang Saham Shareholders Structure	73
Komposisi Pemegang Saham Shareholders Composition	73
Komposisi Pemegang Saham Berdasarkan Status Kepemilikan Shareholders Composition By Ownership Status	74
Komposisi 20 Pemegang Saham Terbesar Composition of Top 20 Shareholders	74
Komposisi Saham Dewan Komisaris dan Direksi Share Composition of Board of Commissioners and Board of Directors	74
Kronologi Pencatatan Saham Chronology of Share Listing	76
Kronologi Pencatatan Efek Lainnya Chronology of Other Securities Listings	78
Struktur Grup Group Structure	78
Entitas Anak, Perusahaan Asosiasi, dan Perusahaan Ventura Subsidiary, Associate, and Joint Venture Companies	78
Lembaga Profesi Penunjang Pasar Modal Capital Market Supporting Institutions	79
Alamat Kantor Cabang, Kantor Cabang Pembantu, dan Kantor Kas Address of Branch Offices, Sub-Branch Offices, and Cash Offices	80
Akses Informasi Access to Information	84
Informasi pada *Website* Perusahaan Information on Company Website	85

Aspek Pendukung Bisnis
Aspects of Business Support

Sumber Daya Manusia Human Resources	90
Komitmen Pengelolaan Sumber Daya Manusia Human Resources Management Commitment	90
Pengelola Sumber Daya Manusia Human Resources Manager	90
Kebijakan Sumber Daya Manusia Human Resources Policy	91
Strategi Pengelolaan dan Pengembangan Sumber Daya Manusia Human Resources Management and Development Strategies	91
Fokus Pengembangan Sumber Daya Manusia Human Resources Development Focus	91
Rekrutmen Sumber Daya Manusia Human Resources Recruitment	93
Profil Sumber Daya Manusia Human Resources Profile	93
Internalisasi Budaya Perusahaan Internalization of Corporate Culture	95
Pengembangan Kompetensi Karyawan Employees Competence Development	95
Sistem Penilaian Kinerja Performance Assessment System	97
Kesejahteraan Karyawan Employee Benefit	99
Pengembangan Karir Career Development	99
Hubungan Industrial Industrial Relations	99
Human Capital Engagement Human Capital Engagement	99
Tingkat Perputaran Karyawan (*Turnover*) Employee Turnover Rate	100
Rencana Pengembangan Sumber Daya Manusia Tahun 2020 Human Resources Development Plan 2020	100

Teknologi Informasi
Information Technology 101

Kebijakan Penggunaan Teknologi Informasi
Policy to Use Information Technology 101

Pengelola Teknologi Informasi
Information Technology Manager 101

Kerangka Kerja Teknologi Informasi
Information Technology Framework 102

Tata Kelola Teknologi Informasi
Information Technology Governance 102

Pencapaian Teknologi Informasi Tahun 2019
Information Technology Achievement in 2019 103

Pendidikan dan Pelatihan Pengelola Teknologi Informasi
Education and Training for Information Technology Manager 104

Rencana Kerja Teknologi Informasi Tahun 2020
Information Technology Work Plan in 2020 104

Analisis dan Pembahasan Manajemen
Management Discussion and Analysis

Tinjauan Perekonomian Global
Global Economic Overview 108

Tinjauan Perekonomian Indonesia
Indonesian Economic Review 109

Tinjauan Industri
Industry Review 110

Aspek Pemasaran
Marketing Aspect 114

Tinjauan Operasi per Segmen Usaha
Operational Overview per Business Segment 118

Tinjauan Keuangan
Financial Overview 125

Laporan Posisi Keuangan
Statement of Financial Position 125

Laporan Laba Rugi dan Penghasilan Komprehensif Lain
Statement of Profit of Loss and Other Comprehensive Income 128

Laporan Arus Kas
Statements of Cash Flows 132

Rasio Keuangan
Financial Ratios 133

Kemampuan Membayar Utang
Ability to Pay Debt 134

Tingkat Kolektibilitas Piutang
Receivables Collectability Level 134

Transaksi Spot dan Transaksi Derivatif
Spot and Derivative Transactions 135

Struktur Modal
Capital Structure 136

Ikatan Material Terkait Investasi Barang Modal
Material Commitments Related to Capital Goods Investment 137

Investasi Barang Modal
Capital Goods Investment 137

Perbandingan Target dan Realisasi Kinerja 2019
Comparison of Target and Realization of 2019 Performance 138

Prospek Usaha 2020
2020 Business Prospect 139

Proyeksi 2020
2020 Projections 140

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan
Material Information and Facts Occurring Subsequent to the Accountant's Reporting Date 144

Kebijakan Dividen
Dividend Policy 145

Program Kepemilikan Saham oleh Manajemen dan/atau Karyawan
Share Ownership Program by Management and/or Employees 145

Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Proceeds from Public Offering 145

Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, Restrukturisasi Utang/Modal
Material Information Related to Investment, Expansion, Divestment, Business Merger/ Consolidation, Acquisition, Debt/Capital Restructuring 145

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi
Information on Material Transactions Containing Conflict of Interest and/or Transactions with Related Parties 146

Informasi Transaksi Material dengan Pihak Berelasi
Information on Material Transaction with Related Parties 146

Komitmen dan Kontinjensi
Commitments and Contingencies 151

Larangan, Batasan dan/atau Hambatan Signifikan untuk Melakukan Transfer Dana antara Bank dan Entitas Lain dalam Suatu Kelompok Usaha
Prohibitions, Limitations, and/or Significant Hindrances to Perform Fund Transfer Between the Bank and Other Entities in One Business Group 151

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan dan Dampaknya terhadap Laporan Keuangan
Amendment to Laws and Regulations with Significant Influence and the Impacts on the Financial Statements 152

Transaksi-Transaksi Penting Lainnya dalam Jumlah yang Signifikan
Other Important Transactions in Significant Amounts 152

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi
Reported Financial Information Containing Extraordinary and Rarely Occurring Events 152

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Laporan Keuangan
Amendments to Accounting Principles and Their Impact on the Financial Statements 152

Hal-Hal Penting yang Diperkirakan Terjadi pada Masa Mendatang
Important Matters that are Anticipated to Occur in the Future 154

Informasi Kelangsungan Usaha
Information on Business Continuity 154

Tata Kelola Perusahaan
Good Corporate Governance

Komitmen Penerapan GCG secara Berkelanjutan
Commitment to Sustainably Implementing GCG 158

Penerapan Prinsip-Prinsip GCG
Implementation of GCG Principles 159

Dasar Penerapan GCG
Basis of GCG Implementation 160

Struktur dan Mekanisme Penerapan GCG
Structure and Mechanism of GCG Implementation 161

Kerangka Penerapan GCG
Framework of GCG Implementation 163

Peningkatan Kualitas GCG secara Berkelanjutan Continuous Improvement of GCG Quality	163
Pelaksanaan Penerapan Pedoman Tata Kelola Perusahaan Terbuka Implementation of Public Company's Good Corporate Governance Guidelines	166
Rapat Umum Pemegang Saham General Meeting of Shareholders	178
Dewan Komisaris Board of Commissioners	188
Komite di Bawah Dewan Komisaris Committees Under the Board of Commissioners	201
Direksi Board of Directors	223
Kebijakan Remunerasi Dewan Komisaris dan Direksi Remuneration Policy of Board of Commissioners and Board of Directors	236
Komite di Bawah Direksi Committees under the Board of Directors	239
Sekretaris Perusahaan Corporate Secretary	248
Satuan Kerja Audit Internal Internal Audit Work Unit	254
Akuntan Publik Public Accountant	260
Sistem Pengendalian Internal Internal Control System	263
Sistem Manajemen Risiko Risk Management System	266
Fungsi Kepatuhan Compliance Function	266
Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme Anti Money Laundering (APU) and Prevention of Financing of Terrorism (PPT) Program	270
Penerapan Tata Kelola Terintegrasi Implementation of Integrated Governance	273
Permasalahan Hukum Litigations	273
Perkara Penting dan Sanksi-Sanksi Administratif Significant Cases and Administrative Sanctions	274
Buy Back Saham dan *Buy Back* Obligasi Buy Back of Shares and Buy Back of Bonds	276
Pemberian Dana Kegiatan Sosial dan/atau Kegiatan Politik Provision of Fund for Social and/or Political Activities	276
Penyediaan Dana kepada Pihak Terkait dan Penyediaan Dana Besar Provision of Fund to Related Party and Provision of Large Exposure	276
Transparansi Kondisi Keuangan dan Non-Keuangan Bank Transparency of the Bank's Financial and Non-Financial Condition	277
Akses Informasi dan Data Perusahaan Access to Information and Corporate Data	278
Kode Etik Code of Conduct	280
Whistleblowing System Whistleblowing System	282
Rencana Strategis Bank Bank's Strategic Plan	286

Laporan Keberlanjutan
Sustainability Report

Ikhtisar Kinerja Keberlanjutan Sustainability Performance Highlights	292
Ringkasan Eksekutif Executive Summary	293
Profil Keberlanjutan Sustainability Profile	295
Rencana Aksi Keuangan Berkelanjutan Sustainable Finance Action Plan	296
Strategi Keberlanjutan Sustainability Strategy	299
Tata Kelola Keberlanjutan Sustainable Governance	303
Kinerja Keberlanjutan Sustainability Performance	307

Struktur Permodalan dan Manajemen Risiko
Capital Structure and Risk Management

Gambaran Umum mengenai Sistem Manajemen Risiko General Overview of Risk Management System	328
Dasar Penerapan Manajemen Risiko Basis of Risk Management Implementation	329
Pengungkapan Permodalan Capital Disclosure	329
Kerangka Dasar Penerapan Manajemen Risiko Basic Framework of Risk Management Implementation	331
Organisasi Manajemen Risiko Risk Management Organization	335
Pengungkapan Eksposur Risiko dan Penerapan Manajemen Risiko Disclosure of Risk Exposure and Risk Management Implementation	339
Tinjauan Atas Efektivitas Sistem Manajemen Risiko Perusahaan Overview of the Effectiveness of the Company's Risk Management System	350

Tanggung Jawab Laporan Tahunan
Annual Report Responsibility

Laporan Keuangan
Financial Statements



Pertumbuhan usaha yang sehat secara berkelanjutan merupakan tujuan yang ingin dicapai PT Bank Artha Graha Internasional Tbk. Tujuan ini dituangkan dalam fokus strategi Bank tahun 2019, yaitu “Pertumbuhan yang Berkualitas di Era Digital”.



Kilas **Kinerja**

Performance Overview

Sound and sustainable business growth is the goal PT Bank Artha Graha Internasional Tbk hopes to achieve. This goal is described in the Bank's 2019 strategic focus, "Quality Growth in the Digital Age".

Ikhtisar Keuangan
Financial Highlights

Laporan Posisi Keuangan
Statement of Financial Position

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Aset						**Assets**
Kas	320,052	379,176	427,341	337,042	343,445	Cash
Giro pada Bank Indonesia	1,491,352	1,387,519	1,577,060	1,511,645	1,788,412	Current Accounts with Bank Indonesia
Giro pada Bank Lain – Bersih	364,823	324,357	215,084	168,657	698,652	Net current accounts in Other Banks
Penempatan pada Bank Indonesia dan Bank Lain	1,639,873	2,203,102	553,497	912,552	1,282,338	Placements with Bank Indonesia and Other Banks
Efek-Efek	1,825,746	1,740,427	2,914,682	1,895,500	2,202,212	Marketable Securities
Efek-Efek yang Dibeli dengan Janji Dijual Kembali	1,637,441	764,958	-	-	-	Securities Purchased under Agreement to Resell
Tagihan Derivatif	6,910	657	138	123	-	Derivative Receivables
Kredit yang Diberikan-Setelah Dikurangi Cadangan Kerugian Penurunan Nilai	13,459,487	15,076,319	18,067,674	17,744,173	17,112,628	Loans - Net of Allowance for Impairment Losses
Pendapatan Bunga yang Masih Akan Diterima	131,194	130,071	154,519	256,785	186,399	Accrued Interest Receivable
Pajak Dibayar di Muka	37,186	24,806	30,884	64,539	102,806	Prepaid Taxes
Biaya Dibayar di Muka	206,966	162,243	113,232	131,617	112,284	Prepaid Expenses
Tagihan Akseptasi	48,409	35,056	30,183	47,613	33,340	Acceptance Receivables
Penyertaan Saham	137	137	137	137	137	Investment in Shares
Aset Tetap–Setelah Dikurangi Akumulasi Penyusutan	2,029,527	2,053,140	2,066,084	2,099,631	708,875	Fixed Assets - Net of Accumulated Depreciation
Aset Tak Berwujud – Bersih	43,996	51,317	58,638	65,959	-	Intangible Assets - Net
Agunan yang Diambil Alih – Bersih	2,051,119	1,551,262	1,390,539	869,546	329,060	Foreclosed Asset - net
Aset Pajak Tangguhan	67,659	51,533	57,255	57,907	61,434	Deferred Tax Assets
Aset Lain-Lain	170,164	89,108	70,061	56,512	157,227	Other Assets
Total Aset	**25,532,041**	**26,025,188**	**27,727,008**	**26,219,938**	**25,119,249**	**Total Assets**

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Liabilitas						**Liabilities**
Liabilitas Segera	77,322	72,847	79,178	72,289	46,914	Liabilities Due Immediately
Simpanan dari Nasabah	20,249,792	20,455,053	22,276,236	20,848,803	21,471,965	Deposits from Customers
Simpanan dari Bank Lain	9,409	297,062	181,728	131,035	29,903	Deposits from Other Banks
Liabilitas Derivatif	-	320	415	181	324	Derivative Payables
Liabilitas Akseptasi	48,409	35,056	30,183	47,613	33,340	Acceptance Payables
Utang Pajak	10,530	11,205	15,752	17,200	21,499	Taxes Payable
Bunga Masih Harus Dibayar	77,452	65,960	56,882	52,599	73,867	Accrued Interest Payables
Pinjaman Subordinasi	-	101,955	203,910	305,866	407,821	Subordinated Loan
Liabilitas Imbalan Pascakerja	240,599	268,284	297,153	290,461	245,735	Post Employments Benefit Liabilities
Liabilitas Lain-Lain	282,293	130,335	77,659	29,502	22,111	Other Liabilities
Total Liabilitas	20,995,806	**21,438,077**	**23,219,096**	**21,795,549**	**22,353,479**	**Total Liabilitas**

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Ekuitas						Equity
Modal Saham	1,751,482	1,751,482	1,751,482	1,751,482	1,451,228	Share Capital
Tambahan Modal Disetor	414,753	414,753	414,753	414,167	416,922	Additional Paid-In Capital
Revaluasi Aset Tetap	1,303,818	1,303,818	1,303,818	1,303,818	-	Revaluation Surplus of Fixed Assets
Pengukuran Kembali Program Imbalan Pasti Setelah Dikurangi Pajak	4,505	4,524	-	-	-	Remeasuremet of Defined Benefits Program After Tax
Keuntungan yang Belum di Realisasi Atas Perubahan Nilai Wajar Efek-Efek yang Tersedia untuk Dijual, Setelah Pajak	(1,407)	(8,895)	23	7	-	Unrealized Gain on Changes in Fair Value of Available-for-Sale Securities, net of Tax
Saldo laba	1,063,084	1,121,429	1,037,836	954,915	897,620	Retained earnings
Total Ekuitas	4,536,235	**4,587,111**	**4,507,912**	**4,424,389**	**2,765,770**	Total Equity
Total Liabilitas dan Ekuitas	**25,532,041**	**26,025,188**	**27,727,008**	**26,219,938**	**25,119,249**	Total Liabilities and Equity

Laporan Laba Rugi dan Penghasilan Komprehensif Lain
Statement of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Pendapatan dan Beban Operasional						Income and Expense from Operations
Pendapatan Bunga	1,976,522	2,263,784	2,398,933	2,268,276	2,415,224	Interest Income
Beban Bunga	(1,049,601)	(1,065,854)	(1,214,406)	(1,262,671)	(1,411,721)	Interest Expenses
Pendapatan Bunga – Bersih	926,921	1,197,930	1,184,527	1,005,605	1,003,503	Interest Income - Net
Pendapatan dan Beban Operasional Lainnya						Other Operating Income and Expenses
Pendapatan Operasional Lainnya	106,777	73,830	88,979	120,860	110,160	Other Operating Income
Beban Operasional Lainnya	(1,105,713)	(1,185,646)	(1,170,829)	(1,025,364)	(1,020,754)	Other Operating Expenses
Laba Operasional	(72,015)	86,114	102,677	101,101	92,909	Income from Operations
Beban Non operasional - Bersih	(4,324)	(11,778)	(15,751)	(8,677)	(8,651)	Non-Operating Expense - Net
Laba (Rugi) Sebelum Pajak Penghasilan	(76,339)	74,336	86,926	92,424	84,258	Profit (Loss) Before Income Tax
Manfaat (Beban) Pajak Penghasilan	17,994	(20,715)	(18,825)	(19,581)	(12,964)	Income Tax Benefit (Expenses)
Laba (Rugi) Tahun Berjalan	(58,345)	53,621	68,101	72,843	71,294	Income (Loss) For The Year
Penghasilan Komprehensif Lain	7,469	25,578	14,836	1,288,277	3,470	Other Comprehensive Income
Jumlah Penghasilan Komprehensif Tahun Berjalan	(50,876)	79,199	82,937	1,361,120	74,764	Total Comprehensive Income for the Year
Laba (Rugi) per Saham Dasar (Rupiah Penuh)	(3.69)	3.39	4.31	5.47	5.45	Earnings (Loss) per Share (full Rupiah)

Laporan Arus Kas
Statements of Cash Flows

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Arus Kas dari Aktivitas Operasi	588,905	1,168,947	974,511	(1,643,522)	1,439,982	Cash Flows from Operating Activities
Arus Kas dari Aktivitas Investasi	(950,763)	431,094	(1,038,044)	(315,773)	380,868	Cash Flows from Investing Activities
Arus Kas dari Aktivitas Pendanaan	(101,955)	(101,955)	(101,955)	195,544	(101,955)	Cash Flows from Financing Activities
Kenaikan (Penurunan) Kas dan Setara Kas	(463,813)	1,498,086	(165,488)	(1,763,751)	1,718,895	Increase (Decrease) of Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	4,294,493	2,773,316	2,930,188	4,706,541	2,916,971	Cash and Cash Equivalents At Beginning of Year
Kas dan Setara Kas Akhir Tahun	3,816,420	4,294,493	2,773,316	2,930,188	4,706,541	Cash and Cash Equivalents At End of Year

Rasio Keuangan
Financial Ratios

(dalam %/ in %)

Uraian	2019	2018	2017	2016	2015	Description
Rasio Permodalan						**Capital Ratio**
KPMM dengan Memperhitungkan Risiko Kredit dan Risiko Operasional	18.67	19.94	17.58	20.12	15.28	CAR by Calculating Credit Risk and Operational Risk
KPMM dengan Memperhitungkan Risiko Kredit, Risiko Operasional, dan Risiko Pasar	18.55	19.80	17.44	19.92	15.20	CAR by Calculating Credit Risk, Operational Risk, and Market Risk
Aset Tetap terhadap Modal	64.18	54.31	54.61	52.04	28.47	Fixed Assets to Capital
Aset Produktif						**Earning Assets**
Aset Produktif dan Nonproduktif Bermasalah terhadap Total Aset Produktif dan Aset Nonproduktif	9.72	9.27	8.48	3.72	2.96	Non-Performing Earning and Non-Earning Assets to Total Earning and Non-Earning Assets
Aset Produktif Bermasalah terhadap Total Aset Produktif	4.45	4.70	5.08	2.37	1.88	Non-Performing Earning Assets to Total Earning Assets
CKPN Aset Keuangan terhadap Aset Produktif	1.58	2.95	1.79	1.27	1.05	Allowance for Impairment Losses of Financial Assets to Earning Assets
Pemenuhan CKPN Kredit yang Diberikan	26.51	60.95	39.57	42.09	42.38	Fulfillment of CKPN of Loans Disbursed
NPL Bruto	5.71	5.99	6.11	2.77	2.33	Gross NPL
NPL Neto	4.25	3.33	4.30	1.44	1.25	Net NPL
Rasio Rentabilitas						Profitability Ratio
Return on Assets (ROA)	(0.30)	0.27	0.31	0.35	0.33	Return on Assets (ROA)

Uraian	2019	2018	2017	2016	2015	Description
Return on Equity (ROE)	(1.63)	1.43	1.71	2.11	2.93	Return on Equity (ROE)
Net Interest Margin (NIM)	4.77	5.39	5.15	4.65	4.56	Net Interest Margin (NIM)
Beban Operasional terhadap Pendapatan Operasional (BOPO)	105.11	97.12	96.55	96.17	96.66	Operating Expenses to Operating Income (BOPO)
Liabilitas terhadap Aset	82.23	82.37	83.74	83.13	89.00	Liabilities to Assets
Liabilitas terhadap Ekuitas	462.85	467.35	515.07	492.62	808.21	Liabilities to Equity
Rasio Likuiditas						**Liquidity Ratios**
Rasio Intermediasi Makroprudensial (RIM)	68.29	77.18	82.89	86.39	80.75	Macroprudential Intermediation Ratio (MIR)
Current Account Savings Account (CASA)	30.07	27.72	23.98	21.44	26.62	Current Account Savings Account (CASA)
Rasio Kepatuhan						Compliance Ratios
Persentase Pelanggaran BMPK						Percentage of LLL Violation
Pihak Terkait	-	-	-	-	-	Related Parties
Pihak Tidak Terkait	-	-	-	-	-	Non-Related Parties
Persentase Pelampauan BMPK						Percentage of LLL Excess
Pihak Terkait	-	-	-	-	-	Related Parties
Pihak Tidak Terkait	-	-	-	-	-	Non-Related Parties
Giro Wajib Minimum (GMW)						Minimum Statutory Reserves (GMW)
GWM Utama - Rupiah	7.02	6.50	6.53	6.66	7.71	Main GMW - Rupiah
GWM Valuta Asing	8.32	9.04	8.37	8.38	9.89	GMW Foreign Currencies
Posisi Devisa Neto	0.86	1.23	1.98	1.87	0.93	Net Open Position

Ikhtisar Operasional
Operational Highlights

Kinerja Operasional
Operational Performance

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019	2018	2017	2016	2015	Description
Dana Pihak Ketiga						Third-Party Funds
Tabungan	1,593,985	1,581,992	1,641,627	1,539,688	1,390,203	Savings
Giro	4,495,854	4,087,800	3,700,786	2,931,057	3,123,450	Demand Deposits
Deposito	14,159,953	14,785,261	16,933,823	16,378,058	16,958,312	Time Deposits
Total Dana Pihak Ketiga	20,249,792	20,455,053	22,276,236	20,848,803	21,471,965	Total Third-Party Deposits
Kredit						Loans
Kredit Produktif	10,800,417	12,983,164	16,102,920	16,107,840	15,893,902	Productive Loans
Kredit Konsumtif	2,936,480	2,681,474	2,361,323	1,903,191	1,445,323	Consumptive Loans
Total Kredit	13,736,897	**15,664,638**	**18,464,243**	**18,011,031**	**17,339,225**	Total Loans

Informasi Lainnya
Other Information

(dalam satuan/ in unit)

Uraian	2019	2018	2017	2016	2015	Description
Total Kantor Cabang	33	34	39	39	39	Total Branch Offices
Total Kantor Cabang Pembantu	54	58	63	64	64	Total Sub-Branch Offices
Total Kantor Kas	4	8	10	14	15	Total Cash Offices
Total ATM	147	149	159	174	177	Total ATM
Total *Payment Point*	7	9	10	12	14	Total Payment Points
Total Karyawan (orang)	1,993	**2,386**	**2,741**	**3,051**	**3,097**	Total Employees (people)

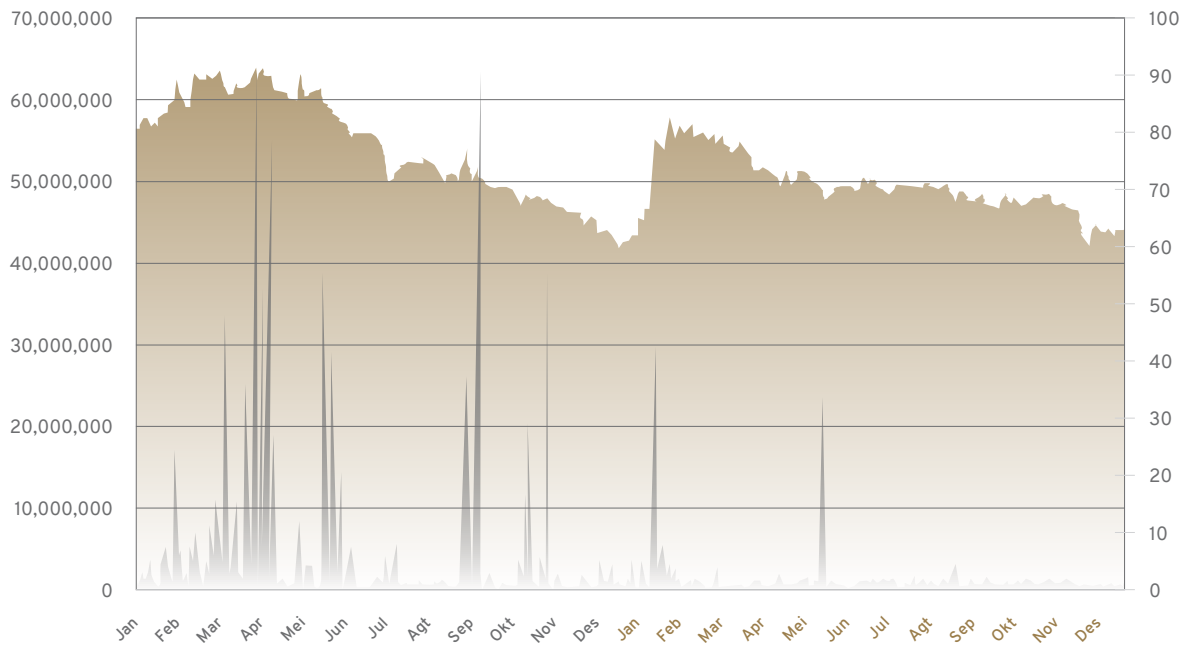
Ikhtisar Saham
Share Highlights

Uraian	Triwulan/Quarter I	Triwulan/Quarter II	Triwulan/Quarter III	Triwulan/Quarter IV	Description
			2019		
Harga Pembukaan (Rp)	62	73	70	68	Opening Price (Rp)
Harga Terendah (Rp)	62	68	67	61	Lowest Price (Rp)
Harga Tertinggi (Rp)	82	74	71	69	Highest Price (Rp)
Harga Penutupan (Rp)	74	70	68	61	Closing Price (Rp)
Volume Perdagangan (Lembar Saham)	117,296,600	48,543,500	37,873,400	16,982,900	Trading Volume (Number of Shares)
Jumlah Saham yang Beredar (Lembar Saham)	15,796,200,000	15,796,200,000	15,796,200,000	15,796,200,000	Total Outstanding Shares (Number of Shares)
Kapitalisasi Pasar pada Penutupan (Rp)	1,168,918,400,000	1,105,733,660,000	1,074,141,270,000	789,809,759,850	Market Capitalization At Closing (Rp)

Uraian	Triwulan/Quarter I	Triwulan/Quarter II	Triwulan/Quarter III	Triwulan/Quarter IV	Description
2018					
Harga Pembukaan (Rp)	81	91	78	71	Opening Price
Harga Terendah (Rp)	80	75	63	59	Lowest Price (Rp)
Harga Tertinggi (Rp)	94	94	79	73	Highest Price (Rp)
Harga Penutupan (Rp)	90	78	71	62	Closing Price (Rp)
Volume Perdagangan (Lembar Saham)	358,710,200	319,751,200	168,542,200	132,048,800	Trading Volume (Number of Shares)
Jumlah Saham yang Beredar (Lembar Saham)	15,796,200,000	15,796,200,000	15,796,200,000	15,638,230,000	Total Outstanding Shares (Number of Shares)
Kapitalisasi Pasar pada Penutupan (Rp)	1,421,657,600,000	1,232,103,200,000	1,121,529,800,000	969,570,500,000	Market Capitalization At Closing (Rp)

Volume Perdagangan (Lembar Saham)
Trading Volume (Share Sheet)

Harga Penutupan (Rp)
Closing Price (Rp)



Catatan/Notes:

Penyajian data numerik dalam tabel dan grafik di Laporan Tahunan ini disajikan menggunakan notasi Bahasa Inggris. Sedangkan, penyajian data numerik dalam narasi atau teks disajikan menggunakan notasi Bahasa Indonesia dan Bahasa Inggris, sesuai dengan konteksnya.

Presentation of numerical data in tables and graphs in this Annual Report is presented using English notation. Meanwhile, the presentation of numerical data in narration or text is presented using Indonesian and English notations, according to the context.

Aksi Korporasi

Pada tahun 2019, Bank Artha Graha Internasional tidak melakukan aksi korporasi seperti:

1. Pemecahan saham (*stock split*);
2. Penggabungan saham (*reverse stock*);
3. Dividen saham;
4. Saham bonus; dan
5. Perubahan nilai nominal saham.

Aktivitas Perdagangan Saham

Pada tahun 2019, Bank Artha Graha Internasional tidak terjadi penghentian sementara atas perdagangan saham (*suspension*) dan penghapusan pencatatan saham (*delisting*) dalam tahun buku.

Corporate Action

In 2019, Bank Artha Graha Internasional did not conduct any corporate actions such as:

1. Stock split;
2. Reverse stock;
3. Dividend payout;
4. Bonus shares; and
5. Change the nominal value of share.

Stock Trading Activities

In 2019, there was no suspension of stock trading activities or de-listing of shares of Bank Artha Graha Internasional in the fiscal year.

Ikhtisar Obligasi
Bonds Highlights

Sepanjang 2019, Bank Artha Graha Internasional tidak menerbitkan obligasi, sukuk, ataupun obligasi konversi.

Throughout 2019, Bank Artha Graha Internasional did not issue any bonds, sukuk, or convertible bonds.

Penghargaan dan Sertifikasi
Awards and Certifications



1

22 Februari 2019/22 February 2019

Kategori *Gold* dalam Indonesia Corporate Secretary & Corporate Communication Award IV 2019
Gold Category of the Indonesia Corporate Secretary & Corporate Communication Award IV 2019

Penyelenggara : Majalah Economic Review
Organizer: Economic Review Magazine

2

16 Mei 2019/16 May 2019

Peringkat III Bank Umum Konvensional
3rd Rank for Conventional Commercial Bank

Penyelenggara : Majalah Infobank
Organizer: InfoBank Magazine

3

16 Mei 2019/16 May 2019

Peringkat III Tabungan Bank Umum Konvensional
3rd Rank for Savings of Conventional Commercial Bank

Penyelenggara : Majalah Infobank
Organizer: InfoBank Magazine

4

23 Agustus 2019/23 August 2019

Peringkat II The Best Indonesia GCG Implementation – 2019 Kategori Public Bank Company - BUKU II
2nd Rank of The Best Indonesia GCG Implementation - 2019, Category of Public Bank Company - BUKU II

Penyelenggara : Majalah Economic Review
Organizer: Economic Review Magazine

Peristiwa Penting
Significant Events

16 Maret 2019
16 March 2019



Guna mendukung Inklusi Keuangan Indonesia, Bank Artha Graha Internasional mengadakan Program Edukasi Keuangan di Medan.

To support Indonesia's Financial Inclusion, Bank Artha Graha Internasional held a Financial Education Program in Medan.

22 April 2019
22 April 2019



Dalam rangka memperingati Hari Bumi Internasional 2019, Bank Artha Graha Internasional melakukan kegiatan penanaman pohon di Jalan Cibeber (Lahan Primkopabri) Desa Sirnagalih, Cilaku, Kabupaten Cianjur.

In commemoration of 2019 International Earth Day, Bank Artha Graha Internasional conducted tree planting activities on Cibeber Street (Primkopabri Land), in Sirnagalih Village, Cilaku, Cianjur Regency.

10 Oktober 2019
10 October 2019



Bank Artha Graha Internasional membuka Kantor Cabang Pembantu di Perumahan Subang Green City, Kecamatan Cibogo. Lokasi kantor cabang ini tepat di samping gerbang Kawasan Perumahan Subang Green City.

Bank Artha Graha Internasional opens Sub-Branch Office in Subang Green City Housing, Cibogo Sub-District. The location of this branch office is right next to the gate of Subang Green City Housing Area.

29 November 2019
29 November 2019



Cafe Banking Bank Artha Graha Internasional hadir di Ujung Menteng yang merupakan *Cafe Banking* ke-2. *Cafe Banking* ini memberikan layanan perbankan berbasis digital dengan suasana yang nyaman kepada nasabah dengan menggabungkan pelayanan bank dengan konsep cafe dan *co-working space* untuk daerah Jakarta Timur dan Bekasi.

Bank Artha Graha Internasional's Cafe Banking is open at Ujung Menteng, which is the 2nd Cafe Banking. The Cafe Banking provides digital-based banking services with a comfortable atmosphere for the customers by combining bank services with the concept of a cafe and co-working space for East Jakarta and Bekasi areas.

21 Juni 2019
21 June 2019



Bank Artha Graha Internasional mengadakan Rapat Umum Pemegang Saham Tahunan di Lobby Level, Gedung Artha Graha SCBD.

Bank Artha Graha Internasional held the Annual General Meeting of Shareholders at the Lobby Level of Artha Graha SCBD Building.

22 Juli 2019
27 July 2019



Bank Artha Graha Internasional melakukan edukasi keuangan kepada masyarakat binaan Kantor Cabang Semarang di Semarang.

Bank Artha Graha Internasional conducts financial education to the fostered people of Semarang Branch Office in Semarang.

10 Oktober 2019
10 October 2019



Bank Artha Graha Internasional secara resmi meluncurkan *Cafe Banking* di Kantor Cabang Pembantu Menara Global. *Cafe Banking* ini merupakan penggabungan pelayanan Bank dengan konsep café dan *co-working space*.

Bank Artha Graha Internasional officially launches Cafe Banking at Menara Global Sub-Branch Office. This Cafe Banking is a merger of the Bank's services with the concept of café and co-working space.

29 November 2019
29 November 2019



Pembukaan *Cafe Banking* Wiladatika, Cibubur ke-3 yang menggabungkan pelayanan bank dengan konsep cafe dan *co-working space* bertempat di Cibubur.

The 3rd Cafe Banking is open at Wiladatika, Cibubur, which combines bank services with the concept of a cafe and co-working space located in Cibubur.

5 Desember 2019
5 December 2019



Bank Artha Graha Internasional membuka Kantor Cabang Pembantu di Tual, Maluku Tenggara. Kantor cabang tersebut bertempat di Jl. Sudirman, Langgur, Kota Tual, Kabupaten Maluku Tengara.

Bank Artha Graha Internasional opens a Sub-Branch Office in Tual, Southeast Maluku. The branch office is located on Jl. Sudirman, Langgur, Tual City, Southeast Maluku Regency.



Laporan **Manajemen**

Management Report

PT Bank Artha Graha Internasional Tbk terus mengejar pertumbuhan usaha yang sehat di tengah tantangan ekonomi dan industri perbankan.

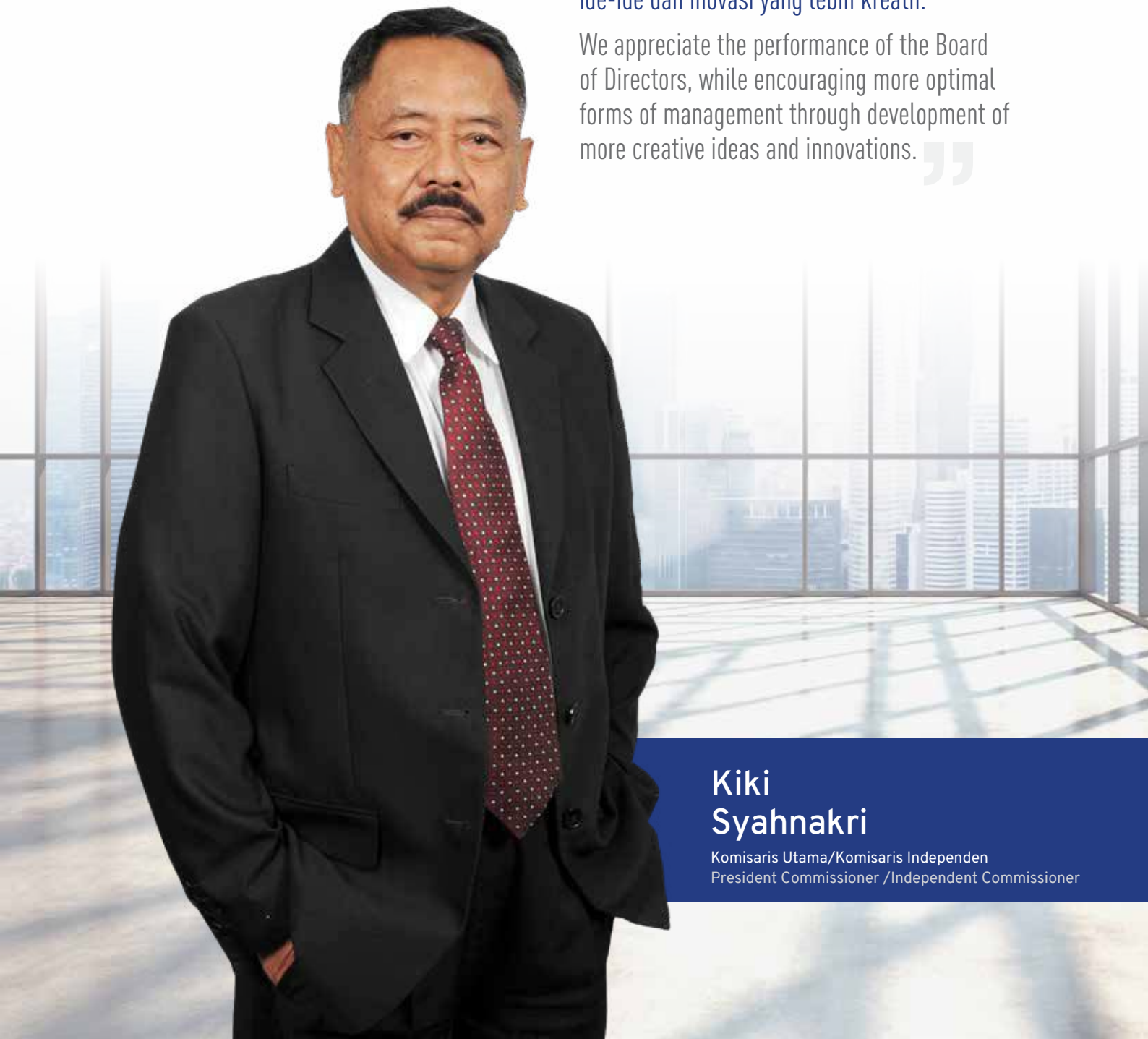


PT Bank Artha Graha Internasional Tbk has consistently pursued sound business growth amidst challenges in the economy and banking industries.

Laporan
Dewan Komisaris
Board of Commissioners Report

Kami mengapresiasi kinerja Direksi, namun tetap mendorong bentuk-bentuk pengelolaan yang lebih optimal dengan pengembangan ide-ide dan inovasi yang lebih kreatif.

We appreciate the performance of the Board of Directors, while encouraging more optimal forms of management through development of more creative ideas and innovations.



Kiki Syahnakri
Komisaris Utama/Komisaris Independen
President Commissioner /Independent Commissioner

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

PT Bank Artha Graha Internasional Tbk terus mengejar pertumbuhan usaha yang sehat di tengah tantangan ekonomi dan industri perbankan. Hal ini terus kami upayakan melalui pengawasan dan pemberian nasihat, serta koordinasi yang intens dengan Direksi. Hasil pengawasan yang kami lakukan di sepanjang tahun 2019, kami sampaikan sebagai berikut.

Penilaian Terhadap Kinerja Direksi

Pertumbuhan Bank di tahun 2019 belum sepenuhnya optimal. Kondisi ekonomi makro dan mikro, serta tantangan dari internal Bank menjadi faktor yang mempengaruhi pencapaian tersebut. Meskipun demikian, kami memandang bahwa Direksi telah mengupayakan strategi terbaik yang memungkinkan bagi Bank untuk tetap memperoleh hasil kinerja yang positif. Kami mengapresiasi kinerja Direksi tersebut, namun tetap mendorong bentuk-bentuk pengelolaan yang lebih optimal dengan pengembangan ide-ide dan inovasi yang lebih kreatif. Dorongan tersebut kami imbangi dengan peningkatan kualitas pengawasan yang lebih komprehensif dan pemberian nasihat yang meliputi seluruh aspek pengelolaan.

Kami juga terus mendorong Direksi dan setiap pejabat Bank untuk melaksanakan kaderisasi yang dapat melahirkan calon-calon pemimpin Bank yang berkualitas dan memahami bisnis Bank.

Pengawasan Terhadap Implementasi Strategi

Fokus dan strategi pengelolaan Bank di tahun 2019 kami pandang telah baik, sesuai dengan arah perkembangan industri perbankan yang semakin menguatkan digitalisasi. Strategi peningkatan produk dan layanan, serta pengembangan bisnis juga dipandang telah sesuai, meskipun implementasinya masih perlu ditingkatkan. Kami tetap meyakini bahwa strategi tersebut akan mendukung pencapaian hasil yang diharapkan di periode selanjutnya, seiring dengan langkah Bank untuk melakukan penyempurnaan pada berbagai aspek.

Dear Distinguished Shareholders and Stakeholders,

PT Bank Artha Graha Internasional Tbk has consistently pursued sound business growth amidst challenges in the economy and banking industries. We continue to work on this through the supervision of and advice to, as well as intense coordination with the Board of Directors. Here is the result of the supervision we conducted throughout 2019.

Assessment of the Board of Directors' Performance

In 2019, the Bank's growth was not optimal yet. The macro and microeconomic conditions as well as the challenges in the Bank's internal condition were the factors affecting this achievement. However, we view that the Board of Directors has made its best efforts with the best possible strategy for the Bank to continue to obtain positive performance results. We appreciate the performance of the Board of Directors, while encouraging more optimal forms of management through development of more creative ideas and innovations. We also increased our support through improved and more comprehensive supervision and advice which cover all aspects of management.

We also continue to encourage the Board of Directors and every Bank official to carry out regeneration that can produce qualified Bank leaders and understand the Bank's business.

Supervision on Strategy Implementation

We view that in 2019 the Bank's focus and management strategy went well and were in line with the direction of banking industry development, which further strengthened digitalization. The strategies to improve products and services, as well as business development were also viewed as appropriate, despite there was still room for improvement in the implementation. We continue to believe that this strategy will support the achievement of the expected results in the next period, as the Bank also takes measures to make improvements in various aspects.

Pandangan Terhadap Prospek Usaha

Tantangan ekonomi dan pasar keuangan masih akan mewarnai perjalanan Bank di tahun 2020. Tantangan yang dihadapi bahkan menjadi lebih besar karena pandemi Corona Virus Disease (Covid-19) yang terjadi sejak awal tahun. Oleh karena itu, kami akan meningkatkan pengawasan secara berkala terhadap perkembangan ekonomi dan pasar keuangan, khususnya industri perbankan, sehingga risiko-risiko potensial dapat dimitigasi sejak dini.

Pandangan Terhadap Penerapan Tata Kelola Perusahaan

Kami menyadari bahwa belum optimalnya pencapaian kinerja operasional dan keuangan juga dipengaruhi oleh penerapan tata kelola perusahaan yang masih perlu ditingkatkan pada berbagai aspek. Meskipun saat ini penerapan GCG telah berjalan dengan cukup baik, namun masih terdapat banyak ruang yang perlu diperbaiki dan disempurnakan agar Bank dapat mencapai Visi dan Misi. Kesenjangan ini akan mampu diminimalkan melalui kerja sama yang optimal antara Dewan Komisaris dan Direksi beserta organ pendukung masing-masing.

Pandangan Terhadap Penerapan Tanggung Jawab Sosial dan Lingkungan Berkelanjutan

Penerapan tanggung jawab sosial dan lingkungan berkelanjutan sejak dini menjadi keunggulan tersendiri bagi Bank. Struktur tata kelola keberlanjutan Bank telah memadai, demikian pula dengan inisiatif yang dijalankan telah sesuai dengan tujuan keberlanjutan. Meskipun demikian, kami tetap mendorong Direksi untuk meningkatkan implementasi keuangan berkelanjutan agar memberikan manfaat yang semakin besar bagi bisnis Bank, serta bagi perbaikan lingkungan dan pengembangan kehidupan sosial.

Penerapan Fungsi Pengawasan dan Pemberian Nasihat

Pelaksanaan fungsi pengawasan dan pemberian nasihat di sepanjang tahun 2019 telah dilaksanakan melalui rapat gabungan dengan Direksi. Pada rapat tersebut, kami membahas progres pencapaian Bank berdasarkan hasil penelaahan laporan berkala yang disampaikan Direksi dan organ pendukungnya. Penelaahan laporan tersebut didukung oleh Komite di bawah Dewan Komisaris yang telah menjalankan perannya dengan baik dan bertanggung jawab. Selain melalui rapat gabungan, kami juga menyampaikan nasihat dan rekomendasi mengenai hal-hal yang dipandang perlu melalui surat keputusan Dewan Komisaris.

Insights on Business Prospects

The economic and financial market challenges will still linger as the Bank set out on its journey in 2020. The challenges faced are even greater now due to the coronavirus disease (Covid-19) pandemic that has occurred since the beginning of the year. Therefore, we will increase our regular monitor of developments in the economy and financial market, particularly the banking industry, in order that any potential risks can be mitigated from early on.

View on Good Corporate Governance Implementation

We are aware that the reason the operational and financial performance achievements are less optimal is partly affected by the implementation of corporate governance which still needs improvement in various aspects. Although the GCG has been implemented quite well, there is still a lot of room for improvement and perfection in order that the Bank can achieve its Vision and Mission. The gap will be narrowed through optimal cooperation between the Board of Commissioners and the Board of Directors as well with their respective supporting organs.

View on Implementation of Sustainable Social and Environmental Responsibilities

The early implementation of sustainable social and environmental responsibility has been a distinct advantage for the Bank. The Bank's sustainability governance structure is already adequate, and so are the initiatives which have been carried out in accordance with its sustainability objective. However, we continue to encourage the Board of Directors to improve the implementation of sustainable finance to provide greater benefits for the Bank's business, and for the improvement of environment and the development of social life.

Implementation of Supervisory and Advisory Functions

The supervisory and advisory functions throughout 2019 were implemented through joint meetings with the Board of Directors. At these meetings, we discussed the progress of the Bank's achievement based on the review of periodic reports submitted by the Board of Directors and its supporting organs. The review of the report was supported by a Committee under the Board of Commissioners which performed its role well and with full responsibility. In addition to joint meetings, we also put forward our advice and recommendations on matters deemed necessary through decisions of the Board of Commissioners.

Perubahan Komposisi Anggota Dewan Komisaris

Keputusan RUPS Tahunan tanggal 21 Juni 2019 telah memberhentikan beberapa anggota Dewan Komisaris karena berakhirnya masa jabatan, yaitu Richard Halim Kusuma selaku Komisaris; Edijanto selaku Komisaris Independen; serta Elizawatie Simon selaku Komisaris. RUPS kemudian mengangkat Elizawatie Simon selaku Komisaris Independen. Dengan demikian, susunan Dewan Komisaris Bank sebagai berikut.

Komisaris Utama/
Komisaris Independen : Kiki Syahnakri
Wakil Komisaris Utama : Tomy Winata
Wakil Komisaris Utama : Sugianto Kusuma
Komisaris Independen : Nicolaus Eko Riwayanto
Komisaris Independen : Elizawatie Simon

Penutup

Kami menyampaikan terima kasih dan mengapresiasi upaya yang dilakukan berbagai pihak untuk mendukung pertumbuhan dan keberlanjutan usaha Bank. Terima kasih juga kami sampaikan kepada Pemegang Saham yang terus memberikan kepercayaan kepada kami untuk melakukan pengawasan terhadap pengelolaan Bank. Kepercayaan dan dukungan tersebut menjadi motivasi bagi kami untuk meningkatkan kualitas pengawasan dan pemberian nasihat pada periode selanjutnya sehingga Bank dapat mencapai pertumbuhan yang lebih baik.

Change in the Composition of Board of Commissioners

The Annual GMS Resolutions dated 21 June 2019 dismissed several members of Board of Commissioners, due to the end of term of office of Richard Halim Kusuma as Commissioner; Edijanto as Independent Commissioner; and Elizawatie Simon as Commissioner. The GMS then appointed Elizawatie Simon as Independent Commissioner. Therefore, the composition of the Bank's Board of Commissioners is as follows.

President Commissioner/
Independent Commissioner : Kiki Syahnakri
Vice President Commissioner : Tomy Winata
Vice President Commissioner : Sugianto Kusuma
Independent Commissioner : Nicolaus Eko Riwayanto
Independent Commissioner : Elizawatie Simon

Closing

We would like to express our gratitude and appreciate the efforts made by various parties to support the Bank's business growth and sustainability. We would also like to thank our Shareholders for their continuous trust in us in monitoring the management of the Bank. The trust and support motivate us to improve the quality of supervision and advice in the subsequent period so that the Bank will achieve better growth.

Jakarta, Juni 2020
Jakarta, June 2020

Atas nama Dewan Komisaris
On behalf of the Board of Commissioners

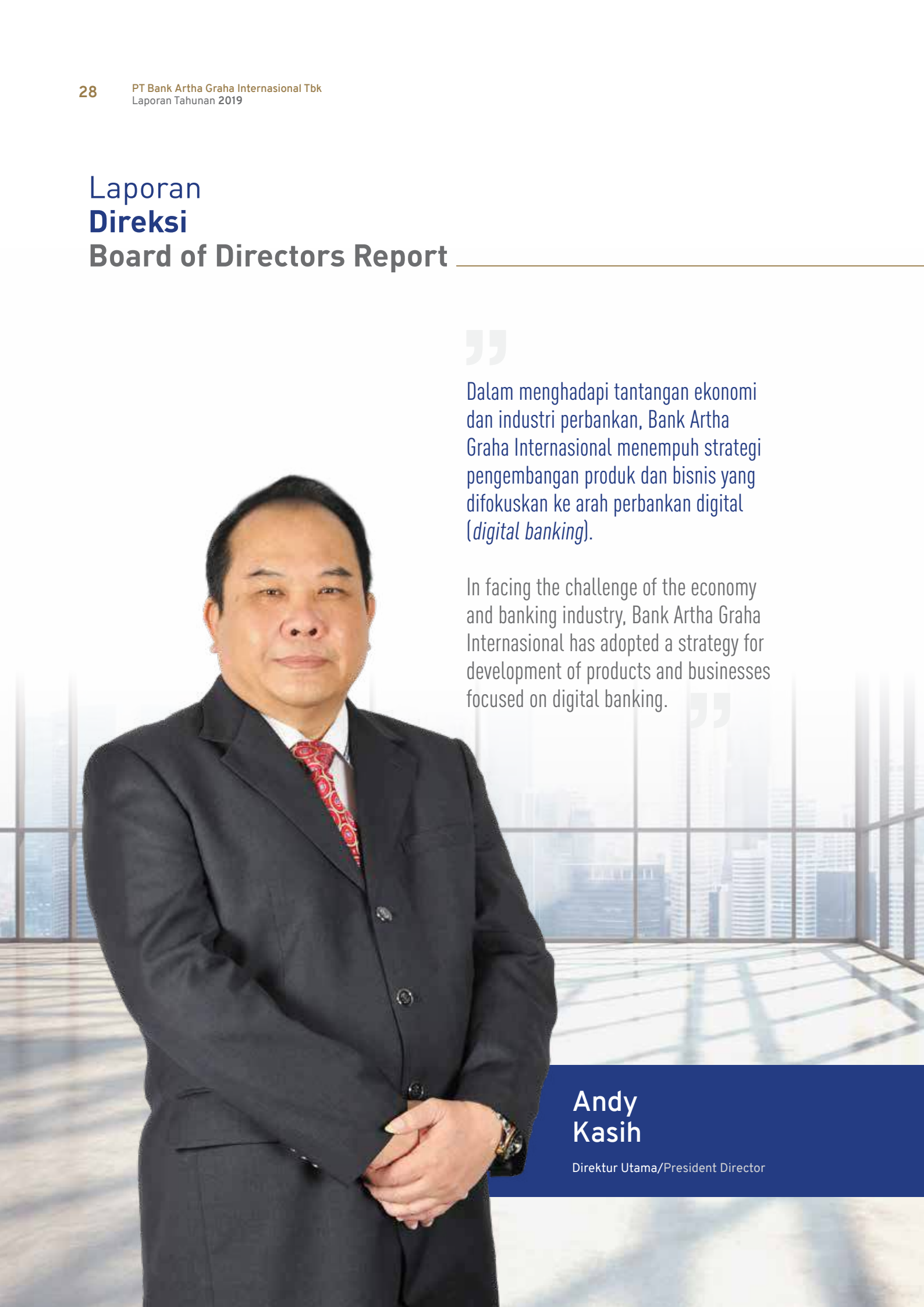
PT Bank Artha Graha Internasional Tbk,

Kiki Syahnakri
Komisaris Utama/Komisaris Independen
President Commissioner /Independent Commissioner

Laporan **Direksi** Board of Directors Report

Dalam menghadapi tantangan ekonomi dan industri perbankan, Bank Artha Graha Internasional menempuh strategi pengembangan produk dan bisnis yang difokuskan ke arah perbankan digital (*digital banking*).

In facing the challenge of the economy and banking industry, Bank Artha Graha Internasional has adopted a strategy for development of products and businesses focused on digital banking.



Andy Kasih

Direktur Utama/President Director

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Pertumbuhan usaha yang sehat secara berkelanjutan merupakan tujuan yang ingin dicapai PT Bank Artha Graha Internasional Tbk. Tujuan ini dituangkan dalam fokus strategi Bank tahun 2019, yaitu "Pertumbuhan yang Berkualitas di Era Digital". Untuk mencapainya, kami menempuh berbagai strategi agar dapat menghadapi setiap tantangan dengan baik.

Tantangan Kondisi Ekonomi dan Industri Perbankan

Di tahun 2019, pasar keuangan global masih disertai tantangan ketidakpastian ekonomi. Demikian pula dengan pasar barang dan jasa global yang melemah dengan harga komoditas dan volume perdagangan yang menurun. Kondisi ini terutama dipengaruhi oleh perang dagang antara dua negara adidaya, Amerika Serikat dan Tiongkok, serta peningkatan fokus negara-negara di dunia untuk mengupayakan pertumbuhan berkelanjutan dengan mengubah pola kegiatan ekonomi yang memperhatikan aspek lingkungan.

Tantangan ekonomi global ini turut memberi tekanan pada perekonomian domestik. Untuk menghadapinya, Bank Indonesia menempuh kebijakan ekonomi longgar untuk mengendalikan pasar uang, sedangkan pemerintah meneruskan kebijakan percepatan pembangunan ekonomi untuk menopang pertumbuhan pasar barang dan jasa. Sebagai hasilnya, pertumbuhan ekonomi Indonesia tahun 2019 tetap solid, dengan capaian 5,02%. Hampir seluruh sektor lapangan usaha mencatatkan pertumbuhan, termasuk sektor jasa keuangan dan asuransi yang tumbuh 6,60%. Demikian pula, indikator pasar keuangan tetap terkendali dan mulai menunjukkan pertumbuhan signifikan di triwulan IV 2019. Neraca Pembayaran Indonesia mencatatkan surplus, Rupiah ditutup menguat di akhir tahun, inflasi tetap terkendali di sepanjang tahun dan berada pada kisaran target Bank Indonesia. Sektor jasa keuangan juga tetap terjaga, meskipun pertumbuhan indikator perbankan belum signifikan.

Strategi yang Ditempuh Bank

Dalam menghadapi tantangan ekonomi dan industri perbankan, Bank menempuh strategi pengembangan produk dan bisnis yang difokuskan ke arah perbankan digital (*digital banking*). Bank melakukan perbaikan pada komposisi *current account saving account* (CASA) dengan meningkatkan aksesibilitas dan kemudahan nasabah dalam melakukan transaksi perbankan serta melalui berbagai program akuisisi nasabah. Untuk menambah *customer base* ini, Bank melakukan *cross selling* dan *value chain financing* dengan jaringan usaha yang dimiliki AG *Network*. Selain itu, Bank meningkatkan pendanaan berbasis *mobile* yang terhubung dengan *e-Commerce, fintech, bill aggregator dan merchant*, serta mendorong pertumbuhan *fee based income* melalui kerja sama strategis dengan pihak ketiga.

Dear Distinguished Shareholders and Stakeholders,

Sound and sustainable business growth is the goal PT Bank Artha Graha Internasional Tbk hopes to achieve. This goal is described in the Bank's 2019 strategic focus, "Quality Growth in the Digital Age". To achieve this goal, we have adopted various strategies in order to address each challenge well.

Challenges of Economic Condition and Banking Industry

In 2019, the global financial market faced the challenge of economic uncertainty. The global market of goods and services also weakened with the declining commodity prices and trade volumes. The main cause of the condition was the trade war between the two superpowers, the United States and China, and the fact that countries in the world made increasingly focused efforts to pursue sustainable growth by changing the pattern of their economic activities to take environmental aspects into consideration.

This global economic challenge also put pressure on the domestic economy. To address this challenge, Bank Indonesia adopted the easing economic policy to control the money market, while the government continued to implement the policy to accelerate economic development to sustain the goods and services market growth. As a result, Indonesia's economic growth in 2019 remained solid at 5.02%. Almost all business sectors recorded growth, including the financial services and insurance sectors which grew by 6.60%. Similarly, financial market indicators remained under control and began to show significant growth in the Q4 of 2019. Indonesia's Balance of Payments recorded a surplus, Rupiah closed higher at the end of the year, and the inflation was under control throughout the year and was within the target range of Bank Indonesia. The condition of financial services sector was stable, even though the growth of banking indicators was not significant yet.

Strategies Taken by the Bank

In facing the challenge of the economy and banking industry, the Bank has adopted a strategy for development of products and businesses focused on digital banking. The Bank improved the composition of the current account saving account (CASA) by increasing accessibility and convenience of customers in making banking transactions and by implementing various customer acquisition programs. To increase this customer base, the Bank conducted cross selling and value chain financing with the business network owned by AG Network. In addition, the Bank increased the mobile-based funding connected to e-commerce, fintech, bill aggregator, and merchant, and stimulated fee-based income growth through strategic cooperation with third parties.

Pencapaian Kinerja Perusahaan

Melalui implementasi strategi tersebut, Bank dapat mencatatkan pencapaian yang positif di tahun 2019, meskipun sedikit lebih rendah dari tahun sebelumnya. Total kredit yang disalurkan mencapai Rp13,74 triliun, turun 12,31% dari tahun sebelumnya. Penyaluran kredit ini didominasi oleh kredit produktif sebesar 78,62%, diikuti kredit konsumtif sebesar 21,38%. Sedangkan, penghimpunan dana pihak ketiga mencapai Rp20,25 triliun, turun 1,00% dari tahun sebelumnya. Penghimpunan dana ini didominasi oleh deposito berjangka sebesar 69,93%, diikuti giro sebesar 22,20% dan tabungan sebesar 7,87%.

Kinerja operasional tersebut berdampak pada kinerja pendapatan bunga – bersih yang mencapai Rp926,92 miliar, turun 22,62% dari tahun sebelumnya. Selain itu, pembentukan kerugian penurunan nilai selama tahun 2019 sebesar Rp228 miliar oleh Bank berpengaruh terhadap laba operasional dan laba tahun berjalan yang mencatatkan kerugian masing-masing sebesar Rp72,02 miliar dan Rp58,35 miliar. Aset dan ekuitas Bank juga tercatat menurun dari tahun sebelumnya. Aset turun 1,89% menjadi Rp25,53 triliun, sedangkan ekuitas turun 1,11% menjadi Rp4,54 triliun. Kerugian operasional Bank selain karena penurunan pendapatan bunga bersih, juga disebabkan pencadangan.

Prospek Usaha

Di tahun 2020, perekonomian global dan nasional masih akan menghadapi tantangan. Selain antisipasi terhadap perang dagang, perkembangan virus Corona sebagai pandemi global telah menghambat perkembangan ekonomi. Tantangan lainnya yang dihadapi oleh Indonesia adalah pada stabilitas sistem keuangan, relatif rendahnya tingkat inklusi keuangan, relatif dangkalnya sektor keuangan domestik, dan industri jasa keuangan syariah yang belum berkembang.

Untuk menghadapi tantangan tersebut, Bank akan menempuh strategi pertumbuhan kredit yang pruden agar dapat memperbaiki komposisi *non-performing loan* (NPL), menurunkan aset yang diambil alih (AYDA), dan meningkatkan pertumbuhan *fee based income*. Bank juga akan terus mengupayakan efisiensi biaya melalui penurunan biaya operasional terhadap pendapatan operasional (BOPO) sehingga laba setelah pajak dapat ditingkatkan.

Penerapan Tata Kelola Perusahaan

Penerapan tata kelola perusahaan yang baik (GCG) merupakan proses yang berkelanjutan sehingga implementasinya memerlukan komitmen penuh dari seluruh pihak, khususnya organ tata kelola utama. Dalam mengupayakan peningkatan kualitas penerapan prinsip tata kelola secara konsisten, Bank melakukan pemutakhiran peraturan dan ketentuan internal Bank, disertai dengan langkah antisipasi bentuk-bentuk konflik kepentingan yang dapat merugikan Bank. Budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank juga terus ditingkatkan melalui berbagai langkah strategis. Seluruh upaya tersebut dievaluasi secara berkala untuk meminimalkan kesenjangan penerapan di Bank dengan peraturan dan penerapan praktik GCG terbaik di industri perbankan.

Company's Performance Achievement

By implementing this strategy, the Bank managed to record positive achievements in 2019, although it was slightly lower than that of previous year. Total loans reached Rp13.74 trillion, a decrease of 12.31% from that of previous year. The loans were dominated by productive loans at 78.62%, followed by consumptive loans at 21.38%. Whereas, total collection of third-party funds reached Rp20.25 trillion, a decrease of 1.00% from that of previous year. The collection of funds was dominated by time deposits at 69.93%, followed by demand deposits at 22.20%, and savings at 7.87%.

The operational performance had an impact on the net interest income which reached Rp926.92 billion, a decreased of 22.62% from that of previous year. Furthermore, the establishment of provision for impairment losses in 2019 amounting to Rp228 billion by the Bank, which affected the operating profit and profit for the year, which recorded losses of Rp72.02 billion and Rp58.35 billion, respectively. The Bank's assets and equity also declined from those of previous year. The assets decreased by 1.89% to Rp25.53 trillion, while the equity decreased by 1.11% to Rp4.54 trillion. Other than the decline in net interest income, the Bank's operational losses were also due to reserves.

Business Prospects

In 2020, the global and national economy are still facing some challenges. In addition to anticipate the trade war, the global pandemic caused by coronavirus has also slowed down the economic development. Other challenges faced by Indonesia are related to the financial system stability, the relatively low level of financial inclusion, the relatively shallow domestic financial sector, and the underdeveloped sharia financial services industry.

To address these challenges, the Bank will adopt a prudent credit growth strategy in order to improve the composition of non-performing loans (NPL), reduce the number of foreclosed assets (AYDA), and increase the growth of fee-based income. The Bank will also continue to work to achieve cost efficiency by reducing operating costs to operating income (BOPO), so that the profit after tax can be increased.

Implementation of Corporate Governance

The implementation of good corporate governance (GCG) is a continuous process that requires full commitment from all parties, especially the main governance organs. As an effort to consistently improve the implementation of governance principles, the Bank updates its internal rules and regulations, and has some anticipatory measures in place to address forms of conflict of interest that may be harmful to the Bank. The compliance culture at all levels of the organization and business activities of the Bank also continues to be improved through various strategic steps. All of these efforts are regularly evaluated to narrow the gap between the implementation in the Bank and the regulations and the implementation of best GCG practices in the banking industry.

Penerapan Tanggung Jawab Sosial dan Lingkungan Berkelanjutan

Sebagai bagian dari tata kelola perusahaan yang baik, Bank terus menerapkan inisiatif keberlanjutan dalam berbagai aspek kegiatan operasional. Bank telah memiliki struktur tata kelola keberlanjutan yang bertanggung jawab terhadap 4 pilar keberlanjutan yang dijalankan, yaitu kerangka pengelolaan risiko, tata kelola, sumber daya manusia, serta produk dan layanan. Bank juga telah menetapkan beberapa inisiatif keberlanjutan yang sesuai dengan kegiatan usaha utama yang dijalankan. Bank terus mendorong peningkatan kredit yang berwawasan lingkungan (kredit hijau berkualitas) serta mendorong keuangan inklusif. Implementasinya disesuaikan dengan kebutuhan kelompok pemangku kepentingan yang disasar, serta dengan tetap memperhatikan prinsip kehati-hatian.

Perubahan Komposisi Anggota Direksi

Keputusan RUPS Tahunan tanggal 21 Juni 2019 telah mengubah komposisi anggota Direksi karena mempertimbangkan penyesuaian skala dan kompleksitas usaha Bank, yaitu Anas Latief selaku Direktur; Abdul Harris C J Simbolon selaku Direktur Kepatuhan dan Direktur Independen; Tomy Yongelis selaku Direktur; serta Andry Siantar selaku Direktur (Direktur Kepatuhan dan Direktur Independen). RUPS kemudian mengangkat Anas Latief selaku Direktur Kepatuhan dan Direktur Independen. Dengan demikian, susunan Direksi Bank sebagai berikut.

Direktur Utama	:	Andy Kasih
Wakil Direktur Utama	:	Christina Harapan
Direktur Kepatuhan dan Direktur Independen	:	Anas Latief
Direktur	:	Indra S Budianto
Direktur	:	Indrastomo Nugroho

Penutup

Menutup laporan ini, kami menyampaikan apresiasi dan terima kasih kepada Pemegang Saham atas kepercayaan yang diberikan kepada kami untuk mengelola Bank. Terima kasih juga kami sampaikan kepada seluruh karyawan, regulator, mitra strategis, dan nasabah atas dukungan dan kepercayaan kepada Bank sehingga dapat mempertahankan eksistensi sampai saat ini. Dengan kepercayaan dan dukungan yang diberikan, kami akan terus mengupayakan sumber-sumber pertumbuhan yang baik agar keberlanjutan Bank dapat meningkatkan manfaat yang diterima Pemegang Saham dan pemangku kepentingan.

Implementation of Sustainable Social and Environmental Responsibilities

As part of good corporate governance, the Bank continues to implement sustainability initiatives in various aspects of its operational activities. The Bank has a sustainability governance structure responsible for the 4 sustainability pillars, which are risk management framework, governance, human resources, and products and services. The Bank has also established a number of sustainability initiatives that are suitable to its main business activities. The Bank continues to promote the improvement of environmentally friendly credit (green quality credit), and encourage inclusive finance. The implementation is tailored to the needs of the targeted stakeholder groups, and with due observance of the prudential principle.

Changes in the Composition of Board of Directors

The Annual GMS Resolutions dated 21 June 2019 changed the composition of Board of Directors, due to considering the adjustment to the Bank's business scale and complexity, to Anas Latief as Director; Abdul Harris C J Simbolon as Director of Compliance and Independent Director; Tomy Yongelis as Director; and Andry Siantar as Director (Director of Compliance and Independent Director). The GMS then appointed Anas Latief as Director of Compliance and Independent Director. Therefore, the composition of the Bank's Board of Directors is as follows.

President Director	:	Andy Kasih
Vice President Director	:	Christina Harapan
Director of Compliance and Independent Director	:	Anas Latief
Director	:	Indra S Budianto
Director	:	Indrastomo Nugroho

Closing

As a closing, we would like to express our appreciation and gratitude to the Shareholders for their trust in us in managing the Bank. We also thank all employees, regulatory authorities, strategic partners, and customers for their support and trust in the Bank so that we can maintain our existence to date. With the trust and support given to us, we will continue to seek good sources of growth in order that the Bank's sustainability can increase the benefits received by Shareholders and stakeholders.

Jakarta, Juni 2020
Jakarta, June 2020

Atas nama Direksi
On behalf of the Board of Directors

PT Bank Artha Graha Internasional Tbk,

Andy Kasih
Direktur Utama
President Director



Untuk mewujudkan Visi dan Misi, Bank Artha Graha Internasional secara konsisten menerapkan nilai-nilai Profesionalisme, Orientasi Kepada Nasabah dan Hasil, Loyalitas, Integritas, Tanggung Jawab, Inovasi, Kerja Sama-Jiwa Korsa, serta Kepedulian.



Profil **Perusahaan**

Corporate Identity

To realize the Vision and Mission, Bank Artha Graha Internasional consistently applies the values of Professionalism, Customer and Result Oriented, Loyalty, Integrity, Responsibility, Innovation, Team Work – Esprit de Corps, and Care.

Identitas Perusahaan
Corporate Identity



Nama/ Name
PT Bank Artha Graha Internasional Tbk

Status Perusahaan / Company Status
Perusahaan Terbuka yang menjual saham
Public Company selling shares

Alamat / Address
Gedung Artha Graha
Kawasan Niaga Terpadu Sudirman
Sudirman Central Business District (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta Selatan, 12190

Telepon / Telephone
021 515 2168 (H)

Faksimili / Facsimile
021 515 3892

Email / E-mail
co_secretary@ag.co.id

***Website* / Website**
www.arthagraha.com

***SWIFT Code* / SWIFT Code**
ARTGIDJA

Bidang Usaha / Line of Business
Jasa Perbankan
Banking Services

Tanggal Pendirian / Date of Incorporation
7 September 1973
7 September 1973

Dasar Hukum Pendirian /
Legal Basis of Incorporation
Akta Pendirian Bank No. 12 tanggal 7 September 1973 oleh Bagjo, SH, notaris pengganti dari Eliza Pondaag, SH, notaris di Jakarta, yang telah mendapat pengesahan dari Menteri Kehakiman (sekarang menjadi Menteri Hukum dan Hak Asasi Manusia) melalui Surat Keputusan No. Y.A.5/2/12 tanggal 3 Januari 1975.

Deed of Incorporation of Bank No. 12 dated 7 September 1973, made before Notary Bagjo, SH, replacing Notary Eliza Pondaag, SH, a Notary in Jakarta, which has obtained validation from the Minister of Justice (now Minister of Law and Human Rights) under the Decision Letter No. Y.A.5/2/12 dated 3 January 1975.



Modal Dasar / Authorized Capital
Rp5,800,132,800,000,-

Modal Ditempatkan dan Disetor Penuh / Issued and Fully Paid Capital
Rp1,751,482,123,443,-

Kepemilikan Saham

PT Cakra Inti Utama	: 15.62%
PT Cerana Arthaputra	: 8.37%
PT Arthamulia Sentosajaya	: 5.26%
PT Pirus Platinum Murni	: 5.23%
PT Puspita Bisnispuri	: 5.23%
PT Karya Nusantara Permai	: 4.51%
Masyarakat/ Public	: 55.78%

Tanggal Pencatatan Saham / Share Listing Date
23 Agustus 1990

23 August 1990

Lembaga Pencatatan Saham / Stock Exchange
Bursa Efek Indonesia

Indonesia Stock Exchange

Kode Saham/ Ticker Code
INPC

Jumlah Karyawan / Total Employees
1.993 orang

1.993 persons

Jaringan Kantor / Office Network

Kantor Pusat/ Head Office	: 1
Kantor Cabang / Branch Offices	: 33
Kantor Cabang Pembantu/ Sub-branch Offices	: 54
Kantor Kas / Cash Offices	: 4
Payment Point /Payment Points	: 7
ATM On Premises / ATM On Premises	: 97
ATM Off Premises / ATM Off Premises	: 50
ATM ALTO / ATM ALTO	: 50,000
ATM Prima / ATM Prima	: 110,000
EDC Prima / EDC Prima	: 1,200,000

Media Sosial / Social Media

Instagram	: @bagikabarbaik
Youtube	: Bagi Kabar Baik
Facebook	: PT Bank Artha Graha Internasional

Riwayat Singkat
Brief History



PT Bank Artha Graha Internasional Tbk didirikan dengan nama PT Inter-Pacific Financial Corporation yang beroperasi secara komersial sebagai lembaga keuangan bukan bank. Bank didirikan berdasarkan Akta No. 12 tanggal 7 September 1973 yang dibuat di hadapan Bagjo, SH, notaris pengganti dari Eliza Pondaag, SH, notaris di Jakarta.

Sejak berdiri, Bank telah mengalami beberapa kali perubahan nama. Perubahan nama tersebut terjadi berdasarkan Akta No. 67 tanggal 19 Mei 1992, menjadi PT Inter-Pacific Bank Tbk. Perubahan nama ini mengawali langkah Bank untuk memasuki industri perbankan. Bank mulai menjalankan kegiatan usaha sebagai bank umum pada tanggal 24 Februari 1993, setelah mendapat izin usaha melalui Surat Keputusan Menteri Keuangan Republik Indonesia No. 176/KMK.017/1993.

Berdasarkan Akta No. 44 tanggal 13 Juni 1997, Bank berubah nama kembali menjadi PT Bank Inter-Pacific Tbk. Delapan tahun kemudian, yaitu tahun 2005, PT Bank Inter-Pacific Tbk kembali berubah nama menjadi PT Bank Artha Graha Internasional Tbk setelah *merger* dengan PT Bank Artha Graha. Aksi tersebut telah mendapatkan pernyataan efektif dari Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) berdasarkan Surat Ketua Bapepam dan LK No. S-769/PM/2005 tanggal 13 April 2005, serta telah memperoleh persetujuan Bank Indonesia berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 7/32/KEP.GB1/2005 tanggal 15 Juni 2005 tentang Pemberian Izin Penggabungan Usaha (*Merger*) PT Bank Artha Graha ke dalam PT Bank Inter-Pacific Tbk. Dengan demikian, izin usaha PT Bank Inter-Pacific Tbk diubah berdasarkan Surat Keputusan

PT Bank Artha Graha Internasional Tbk was incorporated under the name PT Inter-Pacific Financial Corporation, which operated commercially as a non-bank financial institution. The Bank was incorporated based on Deed No. 12 dated 7 September 1973, made before Bagjo, SH, as a Notary replacement of Eliza Pondaag, SH, a Notary in Jakarta.

Since its incorporation, the Bank has changed its name several times. The change of name took place according to the Deed No. 67 dated 19 May 1992, to PT Inter-Pacific Bank Tbk. The change of name was the Bank's initial step in the banking industry. The Bank started its business activities as a commercial bank on 24 February 1993, after obtaining a business license through the Decision Letter of the Minister of Finance of the Republic of Indonesia No. 176/KMK.017/1993.

Based on the Deed No. 44 dated 13 June 1997, the Bank changed its name to PT Bank Inter-Pacific Tbk. Eight years later, in 2005, PT Bank Inter-Pacific Tbk changed its name to PT Bank Artha Graha Internasional Tbk after its merger with PT Bank Artha Graha. Such action has obtained effective statement from the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) based on the Chairman Letter No. S-769/PM/2005 dated 13 April 2005, after gaining the approval of Bank Indonesia through the Decision Letter of the Governor of Bank Indonesia No. 7/32/KEP.GB1/2005 dated 15 June 2005 regarding the Approval of Merger between PT Bank Artha Graha and PT Bank Inter-Pacific Tbk. Therefore, the business license of PT Bank Inter-Pacific Tbk was amended according to the Decision Letter of the Governor of Bank Indonesia No. 7/49/

Gubernur Bank Indonesia No. 7/49/KEP.GBI/2005 tanggal 16 Agustus 2005 tentang Perubahan Izin Usaha Atas Nama PT Bank Inter-Pacific Tbk menjadi Izin Usaha Atas Nama PT Bank Artha Graha Internasional Tbk.

Seiring perkembangan usaha yang baik, pada tanggal 23 Agustus 1990, Bank Artha Graha Internasional mencatatkan saham untuk pertama kalinya di Bursa Efek Jakarta dan Bursa Efek Surabaya. Penawaran umum saham perdana ini telah memperkuat permodalan yang dibutuhkan Bank dalam menjalankan kegiatan usaha, sekaligus mengubah status Bank Artha Graha Internasional menjadi perusahaan terbuka. Bank juga telah melakukan beberapa kali penawaran umum terbatas, yaitu pada tahun 1999, 2007, 2008, 2012, dan 2016. Jumlah saham Bank Artha Graha Internasional yang beredar sampai dengan akhir tahun 2019 tercatat sebesar 15.796.195.197 saham, dengan jumlah modal ditempatkan dan disetor penuh sebesar Rp1.751.482.123.443,-.

Bank Artha Graha Internasional merupakan Bank yang bergerak di bidang perbankan dengan menyediakan berbagai produk dan layanan jasa bagi nasabah. Produk yang disediakan antara lain tabungan, giro, dan deposito. Sedangkan, layanan jasa meliputi ATM Grahacash, *Corporate Internet Banking*, *Mobile Banking*, dan *Graha Safe*. Pada tahun 2018, Bank telah meluncurkan kartu berlogo Gerbang Pembayaran Nasional (GPN) yaitu Kartu ATM GrahaCash GPN sebagai salah satu wujud interoperabilitas dalam mendukung kemudahan bertransaksi. Selain itu, Bank Artha Graha Internasional telah mencatatkan program teknologi informasi yaitu implementasi *Corporate Internet Banking* dan *Mobile Banking*, penambahan *data warehouse*, dan penambahan *biller* di *Electronic Channel Bank*.

Saat ini, Bank telah memiliki kantor pusat, kantor cabang, kantor cabang pembantu, kantor kas, *payment point*, dan anjungan tunai mandiri yang tersebar di seluruh Indonesia yaitu di Jakarta, Karawang, Bekasi, Bogor, Depok, Tangerang, Ambon, Bali, Balikpapan, Bandung, Banjarmasin, Batam, Bitung, Cirebon, Cikarang, Garut, Jambi, Kendari, Kupang, Bandar Lampung, Makassar, Manado, Medan, Palembang, Pangkalpinang, Pekanbaru, Pontianak, Samarinda, Semarang, Solo, Surabaya, Subang, dan Ternate. Guna mengoptimalkan layanan, kantor-kantor tersebut beroperasi hingga hari Sabtu.

Dalam menjalankan kegiatan usahanya, Bank Artha Graha Internasional terus melakukan perbaikan dan peningkatan kualitas layanan. Sejumlah penghargaan pun diraih sebagai apresiasi atas pelayanan yang unggul dan handal serta pengelolaan usaha yang terus menghasilkan kinerja baik. Seiring dengan itu, kepercayaan terhadap Bank Artha Graha Internasional pun terus meningkat, baik dari regulator, mitra usaha, maupun nasabah. Hal ini menjadi motivasi dan semangat bagi seluruh insan Bank untuk terus berkarya dan berinovasi untuk "menjadi Bank terbaik pilihan masyarakat yang dikagumi *stakeholders*".

KEP.GBI/2005 dated 16 August 2005 regarding the Change from Business License under the Name of PT Bank Inter-Pacific Tbk to Business License under the Name of PT Bank Artha Graha Internasional Tbk.

As the business experienced a considerable growth, on 23 August 1990 Bank Artha Graha Internasional listed its shares for the first time on Jakarta Stock Exchange and Surabaya Stock Exchange. The initial public offering strengthened the Bank's capital that was required to perform business activities; it also changed the status of Bank Artha Graha Internasional into a public company. The Bank launched several limited public offerings (right issues), which were in 1999, 2007, 2008, 2012, and 2016. The number of outstanding shares of Bank Artha Graha Internasional up to the end of 2019 was recorded at 15,796, 195,197 shares, with the total issued and paid-up capital of Rp1,751,482,123,443.

Bank Artha Graha Internasional is a Bank that conducts banking business by providing various products and services for customers. Products offered are savings, demand deposits, and time deposits. While its services include ATM Grahacash, Corporate Internet Banking, Mobile Banking, and Graha Safe. In 2018, the Bank launched a card with logo of National Payment Gateway (GPN), which is a GrahaCash GPN ATM Card as one of its interoperability realizations in promoting ease of transaction. Additionally, Bank Artha Graha Internasional already listed its information technology programs, which were the implementation of Corporate Internet Banking and Mobile Banking, warehouse data additions, and addition of biller in Electronic Channel Bank.

Currently, the Bank has a head office, branch offices, sub-branch offices, cash offices, payment points, and Automated Teller Machines (ATM) spread throughout Indonesia, namely in Jakarta, Karawang, Bekasi, Bogor, Depok, Tangerang, Ambon, Bali, Balikpapan, Bandung, Banjarmasin, Batam, Bitung, Cirebon, Cikarang, Garut, Jambi, Kendari, Kupang, Bandar Lampung, Makassar, Manado, Medan, Palembang, Pangkalpinang, Pekanbaru, Pontianak, Samarinda, Semarang, Solo, Surabaya, Subang, and Ternate. In order to optimize its services, the offices are also open on Saturdays.

In conducting its activities, Bank Artha Graha Internasional continuously improves and enhances its service quality. The Bank also received several awards for excellent and reliable services as well as business management that continuously delivers outstanding performance. In line with the business development, the trust for Bank Artha Graha Internasional earned from regulators, business partners, and customers has been building up. This has become the source of motivation and enthusiasm for all Bank employees to keep on working and innovating to become "the Best Bank of People's Choice that is Admired by Stakeholders".

Filosofi Logo
Logo Philosophy

Bank Artha Graha Internasional telah melakukan perubahan logo perusahaan pada tahun 2017. Perubahan logo tersebut bertujuan untuk menggambarkan semangat dan optimisme Bank yang selalu dinamis. Perubahan logo Bank Artha Graha Internasional telah melalui Permohonan Pendaftaran Merek kepada Direktorat Jenderal Kekayaan Intelektual dengan No. HKI-02.HI.06.01 tahun 2017 tentang Formulir Permohonan Merek tanggal 3 Maret 2017.

Saat ini, logo Bank Artha Graha Internasional terdiri dari tiga basis *font* dari *image* huruf A, G, dan I berwarna keemasan dengan teks BANK ARTHA GRAHA INTERNASIONAL berwarna hitam, sehingga memudahkan masyarakat dalam mengenali PT Bank Artha Graha Internasional Tbk.

Bank Artha Graha Internasional changed its logo in 2017. The change was meant to describe the ever dynamic spirit and optimism of the Bank. The request to change Bank Artha Graha Internasional's logo was filed with the Directorate General of Intellectual Property through the application of Trademark Registration No. HKI-02.HI.06.01 of 2017 dated 3 March 2017.

As of today, Bank Artha Graha Internasional's logo consists of three images in gold representing the letters A, G, and I with BANK ARTHA GRAHA INTERNASIONAL text in black that can be easily identified by the public.

BANK
ARTHA GRAHA
INTERNASIONAL

Makna
Meaning

Huruf A, G, dan I diartikan sebagai simbol kesatuan yang utuh dalam wujud yang dinamis, melambangkan gerak laju usaha menuju perubahan yang dilandasi: komitmen teguh, bersatu hati dan bersama membangun, serta meraih keberhasilan untuk semua, dengan didasarkan pada nilai-nilai profesionalisme, orientasi kepada nasabah dan hasil, loyalitas, integritas, tanggung jawab, inovasi, kerja sama - jiwa korsa, dan kepedulian.

The letters A, G, and I are defined as a whole symbol of unity in a dynamic form, representing the direction of business towards changes that are based on: a firm commitment, united passion to develop together, and achievement of success for all, which are based on professional values, orientation towards customers and end-results, loyalty, integrity, responsibility, innovation, team work–esprit de Corps, and care.



Visi, Misi, dan Nilai Perusahaan
Vision, Mission, and Corporate Values

Visi
Vision

Menjadi Bank Terbaik Pilihan Masyarakat yang Dikagumi *Stakeholders*.
To be the Best Bank of People's Choice that is Admired by Stakeholders.

Penjelasan dari Visi Bank sebagai berikut.

1. Menjadi Bank terbaik bukan selalu berarti yang terbesar, namun menjadi terbaik dalam *peer group*, baik dalam kinerja keuangan maupun pelayanan, sehingga masyarakat akan mengenal dan memilih Bank Artha Graha Internasional sebagai Bank yang dipercaya dan mampu memenuhi layanan perbankan, serta melebihi harapan masyarakat. Selain itu, Bank Artha Graha Internasional senantiasa memberikan hasil terbaik bagi para pemangku kepentingan yaitu Pemegang Saham, nasabah, karyawan, serta regulator.

2. Keberhasilan Bank tidak lain adalah untuk melayani dan menjadi bagian dari pemangku kepentingan, yaitu Pemegang Saham, nasabah, karyawan, serta regulator.
   a. Nasabah mengagumi Bank karena produk, jasa, serta layanan yang didukung oleh teknologi paling mutakhir yang dapat memuaskan kebutuhan dan keinginannya;
   b. Pemegang Saham mengakui Bank karena memberikan tingkat pengembalian yang menarik, serta keamanan investasi dengan pengelolaan risiko yang memadai; dan
   c. Karyawan merasa bangga menjadi bagian dari Bank, karena tidak hanya memberikan pekerjaan tetapi juga memberikan kesempatan untuk berkarier dan mengembangkan kompetensi seluas-luasnya.

The explanation of the Bank's Vision is as follows.

1. Becoming the best Bank does not always mean to be the largest, but it is to be the best within the peer group both in the area of financial and service performance, so that people will recognize and choose Bank Artha Graha Internasional as their trustworthy Bank that is capable of fulfilling the need in banking sector beyond public expectation. Additionally, Bank Artha Graha Internasional always strives to deliver the best results for its stakeholders, namely Shareholders, customers, employees, and regulators.

2. The success of the Bank is none other than to serve and be part of its stakeholders, namely Shareholders, customers, employees, and regulators.
   a. Customers admire the Bank for its products and services that are supported by the latest technology that can satisfy their needs and wants;
   b. Shareholders recognize the Bank as it gives a competitive rate of return, as well as safe investment with proper risk management; and
   c. Employees are proud to be part of the Bank, as it does not only provide jobs but also tremendous opportunities for career and competence development.

Misi
Mission

1. Memberikan pelayanan prima pada masyarakat menjadi salah satu kunci sukses kami;
2. Memberikan solusi keuangan yang komprehensif dan inovatif sesuai kebutuhan pasar;
3. Mengembangkan *human capital*;
4. Menciptakan manfaat yang optimal bagi *stakeholders*; dan
5. Menjadi *good corporate citizen* yang peduli terhadap masyarakat dan lingkungan.

1. To provide excellent services is one of our key success factors;
2. To provide comprehensive and innovative financial solutions based on market needs;
3. To develop human capital;
4. To create optimum benefits for stakeholders; and
5. Becoming a good corporate citizen that cares for the society and environment.

BANK ARTHA GRAHA INTERNASIONAL

Penjelasan dari Misi Bank sebagai berikut.

1. Memberikan pelayanan prima pada masyarakat menjadi salah satu kunci sukses Bank.
   Pelayanan prima yang diberikan akan membangun relasi yang baik bagi kesinambungan layanan kepada para nasabah sehingga tercipta loyalitas nasabah.

2. Memberikan solusi keuangan yang komprehensif dan inovatif sesuai kebutuhan pasar.
   a. Pelayanan yang ditawarkan merupakan solusi, bukan sekadar produk dan jasa, sehingga memberikan nilai tambah bagi para nasabah.

   b. Bank menawarkan produk dan jasa yang beragam dan mengikuti zaman untuk memenuhi kebutuhan nasabah yang berbeda.

3. Mengembangkan *human capital*. Senantiasa membuka peluang bagi seluruh karyawan agar menjadi SDM yang tangguh, kompeten, dan handal, sehingga memungkinkan para karyawan untuk mengembangkan dan meniti jenjang karier, serta meraih prestasi terbaik.

4. Menciptakan manfaat yang optimal bagi *stakeholders*.
   a. Manfaat yang diberikan oleh Bank tidak hanya mengenai finansial, tetapi manfaat yang dituntut masing-masing pemangku kepentingan, seperti nasabah yang membutuhkan rasa aman dan nyaman, Pemegang Saham yang mengharapkan *return of equity* menarik, karyawan dengan kesejahteraan, dan regulator yang mewajibkan kepatuhan dan tata kelola perusahaan yang baik.

   b. Optimal bukan berarti memberikan yang terbesar, namun terbaik setelah mempertimbangkan berbagai faktor, termasuk tingkat pengembalian yang disesuaikan dengan risiko.

5. Menjadi *good corporate citizen* yang peduli terhadap masyarakat dan lingkungan.
   Kinerja terbaik yang berhasil diraih oleh Bank juga dapat dinikmati oleh masyarakat dan komunitas yang berada di sekitar keberadaan Bank. Kepedulian adalah nilai yang dijunjung tinggi sebagai tanggung jawab sosial dalam upaya mendorong tercapainya kesejahteraan dan kemandirian bangsa.

The explanation of the Bank's Mission is as follows.

1. Providing excellent services is one of the Bank's key success factors.
   Excellent services provided shall establish good relations for the sustainability of services for customers to build their loyalty.

2. Providing comprehensive and innovative financial solutions based on market needs.
   a. Services provided are solutions, which are not a mere products and services, and therefore they add values for customers.

   b. The Bank offers various products and services as well as keeps up with the times to fulfill the different needs of customers.

3. Developing human capital. The Bank always provides all employees with opportunities to become faithful, competent, and reliable human resources that enable them to build and pursue their career as well as to attain the greatest achievement.

4. Creating optimum benefits for stakeholders.
   a. The Bank not only offers financial benefit, but also benefits that arise from the demand of each stakeholder, such as customers who need a sense of comfort and secureness, Shareholders who expect attractive return of equity, employees who concern about welfare, and regulators who mandate the Bank to comply and have a good corporate governance.

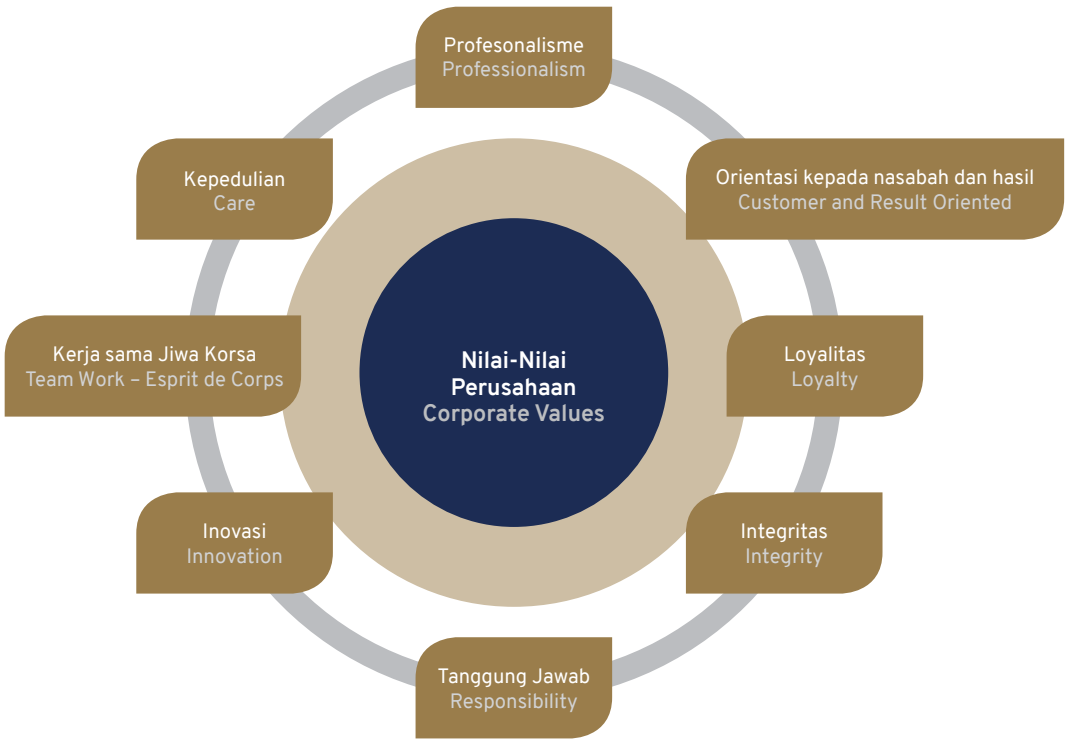
   b. The optimum does not mean to give the largest portion, but it is to give the best after considering various factors, such as rate of return which is adjusted to risk.

5. Becoming a good corporate citizen that cares for the society and environment.
   The best performance achieved by the Bank can also be enjoyed by the surrounding people and community. Care is a value that is upheld as a form of social responsibility in promoting welfare and independence of a nation.

Nilai-Nilai Perusahaan
Corporate Values

Nilai-nilai perusahaan yang menjadi pedoman bagi para karyawan Bank Artha Graha Internasional dalam mewujudkan Visi dan Misi adalah:

Corporate values that serve as guidelines for employees of Bank Artha Graha Internasional in realizing the Vision and Mission are as follows:



1. **Profesionalisme**
   Mencakup aspek pengetahuan spesialis, kompetensi, akuntabilitas, kedisiplinan, etika, dan citra.

2. **Orientasi kepada Nasabah dan Hasil**
   Mengisyaratkan pelayanan prima kepada nasabah, orientasi kepada nasabah dari *customer relationship* menuju pada *customer intimacy*, serta orientasi pada hasil yang ditunjukkan dengan pencapaian target kinerja.

3. **Loyalitas**
   Tidak saja ditinjau dari masa kerja, namun nilai ini juga diukur berdasarkan kesetiaan dan dedikasi dalam memberikan kontribusi kepada perusahaan.

1. **Professionalism**
   Including aspects of expert knowledge, competence, accountability, discipline, ethics, and image.

2. **Customer and Result Oriented**
   Implying excellent services to customers, orientation towards customers starting from customer relationship to customer intimacy, as well as orientation to results that are proven by achieving performance targets.

3. **Loyalty**
   Loyalty is not only reviewed based on the length of service, but this value is measured based on the loyalty and dedication in making a contribution to the company.

4. **Integritas**
   Nilai ini diukur dengan parameter, yaitu hati nurani dan kejujuran, serta konsistensi perilaku terhadap prinsip.

5. **Tanggung Jawab**
   Melaksanakan setiap tugas yang diberikan, dapat diselesaikan sampai tuntas, tepat waktu, dan berkualitas tinggi, serta memiliki tanggung jawab untuk mendukung pertumbuhan Bank.

6. **Inovasi**
   Dilakukan guna menciptakan efisiensi, efektivitas dan nilai tambah di bidang produk, proses, pelayanan, teknologi atau ide, serta dapat dilakukan melalui riset dan pengembangan atau melalui modifikasi dan perbaikan secara bertahap, atau melakukan sesuatu dengan cara yang berbeda dan lebih baik, sehingga inovasi yang dilakukan dapat senantiasa mengikuti perkembangan dan tuntutan pasar.

7. **Kerja Sama – Jiwa Korsa**
   Semangat kebersamaan, antusiasme, dan dedikasi untuk mencapai tujuan perusahaan, serta rasa memiliki, dan tetap mendukung pada saat menghadapi tantangan.

8. **Kepedulian**
   Menunjukkan perhatian dan pengertian kepada rekan kerja, nasabah, Pemegang Saham, mitra usaha dan masyarakat. Kepedulian adalah keterpanggilan yang dilaksanakan dengan tulus ikhlas.

4. **Integrity**
   This value is measured by parameters, namely conscience and honesty, as well as consistency of behavior toward principles.

5. **Responsibility**
   Carrying out every task given by completing it thoroughly, timely, and with high quality as well as having the responsibility to support growth of the Bank.

6. **Innovation**
   Promoted to create efficiency, effectiveness and added values in the areas of products, processes, services, technology or ideas and can be done through research and development or through modification and gradual improvement or by performing something in a different and better way so that innovation introduced can always keep abreast of market development and demand.

7. **Team Work – Esprit de Corps**
   The spirit of togetherness, enthusiasm, and dedication to achieve company goals, as well as a sense of belonging, and to remain supportive when faced with challenges.

8. **Care**
   Showing attention and understanding to colleagues, customers, Shareholders, business partners, and society. Care is a calling answered sincerely.

Tinjauan Visi, Misi, dan Nilai-Nilai Perusahaan oleh Dewan Komisaris dan Direksi

Visi, Misi, dan Nilai-Nilai Bank Artha Graha Internasional telah ditinjau dan disetujui bersama oleh Dewan Komisaris dan Direksi berdasarkan Memo Internal No. MI/CORSEC/013/IX/2012 tanggal 29 November 2012 tentang Persetujuan Misi, Visi, dan Nilai-Nilai Perusahaan.

Review of Vision, Mission, and Corporate Values by the Board of Commissioners and Board of Directors

Vision, Mission, and Values of Bank Artha Graha Internasional were reviewed and agreed by the Board of Commissioners and the Board of Directors based on an Internal Memorandum No. MI/CORSEC/013/IX/2012 dated 29 November 2012 regarding the approval for Mission, Vision, and Corporate Values.

Bidang Usaha
Line of Business

Kegiatan Usaha Menurut Anggaran Dasar

Berdasarkan Anggaran Dasar Pasal 3 No. 399 tanggal 29 Juni 2015, ruang lingkup kegiatan Bank adalah menjalankan usaha sebagai bank umum. Dengan demikian, Bank dapat melaksanakan kegiatan usaha sebagai berikut.

Business Activities By Articles of Association

Based on the Articles of Association, Article 3 No. 399 dated 29 June 2015, the scope of the Bank's activities is to run business as a commercial bank. Therefore, the Bank may perform business activities as follows.



1. **Kegiatan Usaha Utama**
   a. Menghimpun dana dari masyarakat dalam bentuk simpanan, berupa giro, deposito berjangka, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu;
   b. Memberi kredit;
   c. Menerbitkan surat pengakuan berhutang;
   d. Membeli, menjual, dan menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya:
      - Surat-surat wesel, termasuk wesel yang di akseptasi oleh Bank yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat dimaksud;
      - Surat pengakuan hutang dan kertas dagang lainnya yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat dimaksud;

1. **Main Business Activities**
   a. Collecting funds from the community in the form of deposits such as demand deposits, time deposits, certificate deposits, savings, and/or other similar forms;
   b. Providing loans;
   c. Issuing debt certificates;
   d. Buying, selling, or guaranteeing on its own risk or for the interest and upon its customer's instruction:
      - Money orders, including accredited money orders by the Bank in which the validity period is not longer than the custom of the trade of such papers;
      - Debt certificates and other trade papers in which the validity period is not longer than the custom of the trade of such papers;

- Kertas Perbendaharaan Negara dan Surat Jaminan Pemerintah;
- Sertifikat Bank Indonesia (SBI);
- Obligasi;
- Surat dagang berjangka waktu sampai dengan 1 tahun; dan
- Instrumen surat berharga lain yang berjangka waktu sampai dengan 1 tahun.

e. Memindahkan uang, baik untuk kepentingan sendiri maupun nasabah;
f. Menempatkan dana pada, meminjam dana dari, atau meminjamkan dana kepada bank lain, baik dengan menggunakan surat, sarana telekomunikasi maupun dengan wesel unjuk cek atau sarana lainnya;
g. Menerima pembayaran dan tagihan atau surat berharga serta melakukan perhitungan dengan atau antar pihak ketiga;
h. Menyediakan tempat untuk menyimpan barang dan surat berharga;
i. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan suatu kontrak;
j. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tidak tercatat di bursa efek;
k. Melakukan kegiatan anjak piutang, usaha kartu kredit dan kegiatan perwalian;
l. Melaksanakan kegiatan dalam valuta asing dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia;
m. Melakukan kegiatan penyertaan modal pada Bank atau perusahaan lain di bidang keuangan, seperti sewa guna usaha, modal ventura, perusahaan efek, asuransi, serta lembaga kliring penyelesaian dan penyimpanan, dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia;
n. Melakukan kegiatan penyertaan modal sementara untuk mengatasi akibat kegagalan kredit, dengan syarat harus menarik kembali penyertaannya melalui pemenuhan ketentuan yang ditetapkan oleh Bank Indonesia; dan
o. Bertindak sebagai pendiri dan pengurus dana pensiun sesuai dengan ketentuan dalam peraturan perundang-undangan dana pensiun yang berlaku.

2. Kegiatan Usaha Penunjang

Kegiatan usaha penunjang dilakukan oleh Bank sepanjang tidak bertentangan dengan perundang-undangan dan peraturan yang berlaku. Kegiatan usaha tersebut meliputi tindakan dalam rangka restrukturisasi atau penyelamatan kredit, seperti membeli agunan, baik semua maupun sebagian, melalui lelang atau dengan cara lain, dalam hal debitur tidak memenuhi kewajibannya kepada Bank, dengan ketentuan agunan yang dibeli wajib dicairkan secepatnya.

- State Treasury Bills and Government Guarantee Letter;
- Bank Indonesia Certificate (SBI);
- Bonds;
- Commercial papers with maturities of up to 1 (one) year; and
- Other marketable securities with validity period of up to 1 (one) year.

e. Transferring money, both for own interest and for the customers' interest;
f. Placing funds in, borrowing funds from, or lending funds to other banks, either by mail, telecommunication means, or by sight draft, check, or other means;
g. Receiving payments and claims or securities and performing calculations with or between third parties;
h. Providing place for storing valuables and securities;
i. Conducting custodial activities for the benefits of others under a contract;
j. Placing funds from a customer to another customer in the form of securities not listed on the stock exchange;
k. Performing factoring activities, credit card business, and trustee activities;
l. Performing activities in foreign currencies by complying with the provisions stipulated by Bank Indonesia;
m. Conducting equity participation in the Bank or other company in the field of finance, such as leasing companies, venture capital firms, securities companies, insurance companies, as well as clearing institutions of depository and settlement, by complying with the provisions stipulated by Bank Indonesia;
n. Conducting temporary investment to overcome loan defaults, provided that the temporary investment shall be withdrawn later, by complying with the provisions stipulated by Bank Indonesia; and
o. Acting as the founder and administrator of a pension fund in accordance with the provisions in the applicable laws and regulations of pension fund.

2. Supporting Business Activities

Supporting business activities are carried out by the Bank as long as they do not conflict with the applicable laws and regulations. These business activities include actions in the context of credit restructuring or salvage, such as buying collateral, either all or part, through an auction or other means, in the event that the debtor does not fulfill the obligations to the Bank, provided that the collateral purchased must be disbursed as soon as possible.

Kegiatan Usaha yang Dijalankan

Bank menjalankan kegiatan usaha sebagai bank umum sesuai izin usaha bank umum pada 24 Februari 1993 berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. 176/KMK.017/1993. Izin usaha tersebut kemudian diubah dengan Surat Keputusan Gubernur Bank Indonesia No. 7/49/KEP.GBI/2005 tanggal 16 Agustus 2005 tentang Perubahan Izin Usaha Atas Nama PT Bank Inter-Pacific Tbk menjadi Izin Usaha Atas Nama PT Bank Artha Graha Internasional Tbk.

Kegiatan usaha yang dijalankan oleh Bank Artha Graha Internasional meliputi:

1. Menghimpun dana dari masyarakat dalam bentuk simpanan berupa giro, deposito berjangka, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu;
2. Memberikan kredit;
3. Membeli, menjual, dan menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya:
   a. Surat-surat wesel, termasuk wesel yang diakseptasi oleh Bank yang masa berlakunya tidak lebih lama daripada kebiasaan dalam perdagangan surat-surat dimaksud;
   b. Surat pengakuan hutang dan kertas dagang lainnya yang masa berlakunya tidak lebih lama dari kebiasaan dalam perdagangan surat-surat dimaksud;
   c. Kertas Perbendaharaan Negara dan Surat Jaminan Pemerintah;
   d. Sertifikat Bank Indonesia (SBI);
   e. Obligasi;
   f. Surat dagang berjangka waktu sampai dengan 1 tahun; dan
   g. Instrumen surat berharga lain yang berjangka waktu sampai dengan 1 tahun.
4. Memindahkan uang, baik untuk kepentingan sendiri maupun untuk kepentingan nasabah;
5. Menempatkan dana pada, meminjam dana dari, atau meminjamkan dana kepada Bank lain, baik dengan menggunakan surat, sarana telekomunikasi maupun dengan wesel unjuk cek atau sarana lainnya;
6. Menyediakan tempat untuk menyimpan barang dan surat berharga;
7. Melaksanakan kegiatan dalam valuta asing dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia; dan
8. Melakukan kegiatan penyertaan modal pada Bank atau perusahaan lain di bidang keuangan, seperti sewa guna usaha, modal ventura, perusahaan efek, asuransi, serta lembaga kliring penyelesaian dan penyimpanan, dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia.

Business Activities Engaged

The Bank carries out business activities as a commercial bank in accordance with commercial bank business licenses dated 24 February 1993 based on the Decree of the Minister of Finance of the Republic of Indonesia No. 176/KMK.017/1993. The business license was later amended by Decree of the Governor of Bank Indonesia No. 7/49/KEP.GBI/2005 dated 16 August 2005 regarding the Change from Business License under the Name of PT Bank Inter-Pacific Tbk to Business License under the Name of PT Bank Artha Graha Internasional Tbk.

Business activities operated by Bank Artha Graha Internasional include:

1. Collecting funds from the community in the form of deposits such as demand deposits, time deposits, certificate of deposits, savings, and/or other similar forms;
2. Providing credit;
3. Buying, selling, or guaranteeing on its own risk or for the interest and upon its customer's instruction;
   a. Money orders, including accredited money orders by the Bank in which the validity period is not longer than the custom of the trade of such papers;
   b. Debt certificates and other trade papers in which the validity period is not longer than the custom of the trade of such papers;
   c. State Treasury Bills and Government Guarantee Letter;
   d. Bank Indonesia Certificate (SBI);
   e. Bonds;
   f. Commercial papers with maturities of up to 1 (one) year; and
   g. Other marketable securities with validity period of up to 1 (one) year.
4. Transferring money, both for own interest and for the customers' interest;
5. Placing funds in, borrowing funds from, or lending funds to other banks, either by mail, telecommunication means, or by sight draft, check, or other means;
6. Providing place for storing valuables and securities;
7. Performing activities in foreign currencies by complying with the provisions stipulated by Bank Indonesia; and
8. Conducting equity participation in the Bank or other company in the field of finance, such as leasing companies, venture capital firms, securities companies, insurance companies, as well as clearing institutions of depository and settlement, by complying with the provisions stipulated by Bank Indonesia.

Produk dan Jasa
Products and Services

Guna mendukung kegiatan usaha tersebut, Bank Artha Graha Internasional telah mengeluarkan produk dan jasa layanan berkualitas dan aman yang memberikan kemudahan, keuntungan, serta nilai tambah bagi nasabah Bank.

In order to support those business activities, Bank Artha Graha Internasional has launched quality and safe products and services that provide facilities, profit, and added values for customers.

PRODUK PENDANAAN
FUNDING PRODUCTS

Tabungan Artha
Artha Savings

Tabungan Artha adalah produk tabungan sehari-hari dalam mata uang Rupiah dengan setoran terjangkau yang dilengkapi banyak fasilitas seperti kartu debit GPN, *Mobile Banking*, dan notifikasi transaksi melalui *email* atau SMS.

Tabungan Artha is a daily savings product in Rupiah with affordable deposits that are equipped with many facilities, such as GPN debit card, mobile banking, and transaction notifications via email or SMS.

Tabungan Prega
Prega Savings

Pentingnya pengetahuan pengelolaan keuangan harus ditanamkan kepada buah hati. Tabungan Prega hadir untuk mengajarkan buah hati menabung sejak dini yang merupakan hal penting dalam kehidupan mereka.

The importance of financial management knowledge must be instilled in children. Tabungan Prega is here to teach children to save from early age, which is important in their lives.

Giro
Demand Deposits

Layanan perbankan yang memberikan kenyamanan dan kemudahan bertransaksi. Layanan ini dapat digunakan oleh perusahaan dan perorangan, serta tersedia dalam 6 pilihan mata uang.

Banking services that provide comfort and convenience in transactions. This service can be used by companies and individuals, and is available in 6 currencies.

Tabungan Pintar
Pintar Savings

Persiapan dana untuk berbagai rencana masa depan Anda melalui kegiatan menabung rutin setiap bulan mulai dari sekarang.

Prepare funds for your various future plans through regular savings every month from now on.

Tabungan Simpanan Pelajar (SimPel)
Savings for Students

Tabungan dengan persyaratan yang mudah bagi siswa/pelajar untuk mengedukasi pelajar agar gemar menabung, sekaligus memperkenalkan dunia perbankan sejak usia dini.

Savings with easy requirements for students to educate them to enjoy saving, and at the same time introduce the world of banking from an early age.

Deposito
Time Deposits

Produk pilihan bagi investasi dana nasabah dengan suku bunga yang kompetitif, serta pilihan mata uang berupa IDR dan valas.

The product of choice for investment of customer funds with competitive interest rates, as well as currency options in the form of IDR and foreign exchange.

Tabungan Wira
Wira Savings

Produk tabungan dengan fleksibilitas transaksi dan beragam fasilitas, seperti bebas biaya tarik tunai, akses AGI Mobile, serta suku bunga optimal dalam meraih keuntungan maksimum.

A savings product with transaction flexibility and a variety of facilities, such as free cash withdrawal fees, AGI Mobile access, and optimal interest rates in achieving maximum profits.

TabunganKu
TabunganKu

TabunganKu adalah tabungan dengan persyaratan mudah dan ringan yang diluncurkan bank-bank di Indonesia sebagai wujud kepedulian bagi masyarakat Indonesia dalam melaksanakan program menabung untuk kesejahteraan masyarakat.

TabunganKu is a savings account with easy and lightweight requirements launched by banks in Indonesia as a form of concern for the Indonesian people in implementing savings programs for the welfare of society.

Tabungan Icon
Icon Savings

Buka rekening kapan pun dan di mana pun tanpa harus datang ke cabang cukup menggunakan *smartphone* berbasis Android dan IOS.

Open an account anytime and anywhere without having to come to the branch by simply using an Android and IOS-based smartphone.

PRODUK PELEPASAN DANA
LOAN PRODUCTS

Kredit Produktif
Productive Loans

Pinjaman Rekening Koran
Overdraft

Pinjaman yang plafon pinjamannya dicantumkan pada rekening koran debitur, sesuai dengan kesepakatan antara Bank dengan debitur berdasarkan Perjanjian Kredit/Pengakuan Utang. Jenis pinjaman ini umumnya digunakan untuk membiayai modal kerja, dengan jangka waktu pinjaman selama 1 tahun dan dapat diperpanjang.

Loans with the credit limit stated in the debtor's current account according to the agreement between the Bank and the Debtor based on the Credit Agreement/Acknowledgment of Indebtedness. This type of loan is generally used to finance working capital, with a loan period of 1 year and can be extended.

Revolving Loan
Revolving Loans

Kredit untuk pembiayaan modal kerja yang bersifat permanen, jumlahnya tercermin dalam *cash flow* perusahaan. Penarikan dana sesuai kebutuhan debitur, dengan menggunakan promes/surat sanggup. Maksimum jangka waktu pinjaman selama 1 tahun dan dapat diperpanjang.

Credit used to finance permanent working capital with the amount reflected in the company's cash flow.
Withdrawals of funds according to debtor needs by using promissory notes. The maximum loan term is 1 year and can be extended.

Kredit Modal Usaha
Working Capital Credit

Menawarkan cara mudah untuk memenuhi likuiditas atau modal kerja bagi nasabah yang membutuhkan, dengan pinjaman jangka pendek 1 tahun dan dapat diperpanjang kembali.

Offering an easy way to meet liquidity or working capital for customers who need it, with a short term loan of 1 year and can be extended again.

Fixed Loan
Fixed Loans

Fasilitas pinjaman yang diberikan kepada debitur untuk membiayai investasi (pembelian *fixed asset*) debitur atau modal kerja yang penggunaannya bersifat hanya sekali penggunaan saja. Penarikan dapat dilakukan sekaligus dengan jangka waktu pinjaman yang relatif panjang maksimal 15 tahun.

Loan facilities provided to debtors to finance investments (purchase of fixed assets) of debtors or working capital whose use is of only one use. Withdrawals can be made at once with a relatively long loan period of maximum of 15 years.

Kredit Konsumtif
Consumer Loans

BAGI KPR BP2BT

Kredit Pemilikan Rumah (KPR) dari Bank Artha Graha Internasional berupa Bantuan Pembiayaan Perumahan Berbasis Tabungan (BP2BT) melalui penyaluran subsidi bantuan uang muka perumahan kepada Masyarakat Berpenghasilan Rendah (MBR) yang bekerja sama dengan Kementrian Pekerjaan Umum dan Perumahan Rakyat.

Mortgage Credit (*Kredit Kepemilikan Rumah*/KPR) from Bank Artha Graha Internasional is in the form of Savings Account-based Housing Financial Assistance (*Bantuan Pembiayaan Perumahan Berbasis Tabungan*/BP2BT) which is the distribution of down payment subsidy to Low Income Societies (*Masyarakat Berpenghasilan Rendah*/MBR) in collaboration with the Ministry of Public Works and Housing.

BAGI KPR Graha

Kredit Pemilikan Rumah atau Apartemen (KPR/KPA) dari Bank Artha Graha Internasional yang diberikan kepada perorangan untuk membeli rumah atau apartemen, melalui developer yang telah bekerja sama.

Mortgages used to buy houses or apartments (KPR/KPA) from Bank Artha Graha Internasional are offered to individuals through developers who are in cooperation with the Bank.

BAGI KPR Sejahtera FLPP

Kredit Pemilikan Rumah (KPR) dari Bank Artha Graha Internasional berupa Fasilitas Likuiditas Pembiayaan Perumahan kepada Masyarakat Berpenghasilan Rendah (MBR) yang bekerja sama dengan Kementrian Pekerjaan Umum dan Perumahan Rakyat dalam rangka pemenuhan Program Satu Juta Rumah.

KPR from Bank Artha Graha Internasional in the form of the Housing Financing Liquidity Facility for MBR in collaboration with the Ministry of Public Works and Housing to attain the goal of One Million Homes Program.

Fasilitas Kredit Lainnya
Other Credit Facilities

Trust Receipt
Trust Receipt

Debitur dapat menarik *trust receipt* secara berulang-ulang selama perjanjian kredit masih berlaku dan sesuai dengan jatuh tempo *sight* L/C yang telah dibuka oleh *applicant*.

Debtors can withdraw trust receipt repeatedly during the period of the credit agreement's validity and according to the expiry date of L/C at Sight opened by the applicant.

Bank Garansi
Bank Guarantee

Fasilitas Bank Garansi yang fleksibel sesuai tujuan dan kelancaran usaha nasabah, melalui Bank Garansi yang Bank terbitkan untuk memenuhi persyaratan dalam pelaksanaan proyek/tender maupun transaksi perdagangan.

Bank Guarantee facility is flexible according to the objectives and uninterrupted flow of the customer's business; Bank Guarantees are issued by the Bank to meet the requirements in project/tender implementation as well as trade transactions.

Letter of Credit
Letter of Credit

Bank menyediakan fasilitas *letter of credit* (L/C) yang diberikan untuk memperlancar arus barang dalam kegiatan ekspor-impor.

The Bank offers Letter of Credit (L/C) to facilitate customers' export and import activities.

LAYANAN *ELECTRONIC BANKING*
ELECTRONIC BANKING SERVICES

Mobile Banking
Mobile Banking

Layanan perbankan berbasis Android dan iOS untuk menjawab kebutuhan transaksi finansial maupun nonfinansial tanpa harus datang ke kantor cabang ataupun melalui ATM.

An Android and iOS based banking service to address the need of financial and non-financial transactions without having to go to branch offices or ATMs.

Retail Internet Banking
Retail Internet Banking

Layanan perbankan berbasis web yang ditujukan untuk nasabah perorangan yang aktif dalam melakukan transaksional perbankan melalui *browser* dengan jaminan kemudahan dan keamanan dalam bertransaksi. Retail Internet Banking Bank Artha Graha Internasional dapat diakses melalui *website* https://ib.bankarthagraha.co.id.

A web-based banking service for individual customers who are active in doing banking transactions over the internet using browsers with a guarantee of easy and secure transactions. Retail Internet Banking of Bank Artha Graha Internasional can be accessed on the following website https://ib.bankarthagraha.co.id.

Corporate Internet Banking
Corporate Internet Banking

Layanan perbankan yang berbasis web yang menawarkan kemudahan serta keamanan dalam menjalankan transaksi dengan menggunakan tingkatan level otorisasi dalam bertransaksi. *Corporate Internet Banking* Bank Artha Graha Internasional dapat diakses melalui *website* https://ib.bankarthagraha.co.id.

A web-based banking service that offers convenience and security in doing transaction by applying levels of authorization. Corporate Internet Banking of Bank Artha Graha Internasional can be accessed on the following website: https://ib.bankarthagraha.co.id.

Fitur *Virtual Account and Billing System*
Virtual Account and Billing System Feature

Layanan yang menjadi solusi dalam rekonsiliasi pembayaran tagihan dari pelanggan yang mudah diakses melalui *Corporate Internet Banking*, sehingga transaksi dapat dilakukan kapan pun dan di mana pun tanpa terbatas dengan jam operasional bank.

A service that becomes the solution for reconciling payment that can be accessed through Corporate Internet Banking, which makes transactions can be done at any time and place without being limited by the Bank's operating hours.

Fitur *Payroll*
Payroll Feature

Layanan yang menjadi solusi bagi kebutuhan Anda untuk pembayaran gaji karyawan secara cepat, tepat, dan mudah melalui *Corporate Internet Banking*, sehingga transaksi dapat dilakukan kapan pun dan di mana pun tanpa terbatas dengan jam operasional bank.

The solution for your need for a fast, accurate, and easy payroll process through Corporate Internet Banking,which makes transactions can be done at any time and place without being limited by the Bank's operating hours.

Kartu ATM GrahaCash GPN
ATM Card GrahaCash GPN

Kartu ATM yang memberikan kemudahan bertransaksi melalui jaringan ATM serta transaksi debit belanja di seluruh mesin EDC *merchant* yang tergabung dalam Gerbang Pembayaran Nasional (GPN) di seluruh Indonesia.

An ATM card that offers ease of transaction through ATM network and debit-card transactions at all EDC machines owned by merchants all over Indonesia who participate in National Payment Gate (GPN) program.

Laku Pandai
Laku Pandai

Layanan keuangan tanpa jaringan kantor bank, namun melalui kerja sama dengan pihak lain (agen) dengan didukung sarana teknologi informasi menggunakan *smartphone* untuk melayani nasabah. Laku Pandai merupakan salah satu program yang disediakan dalam rangka keuangan inklusif.

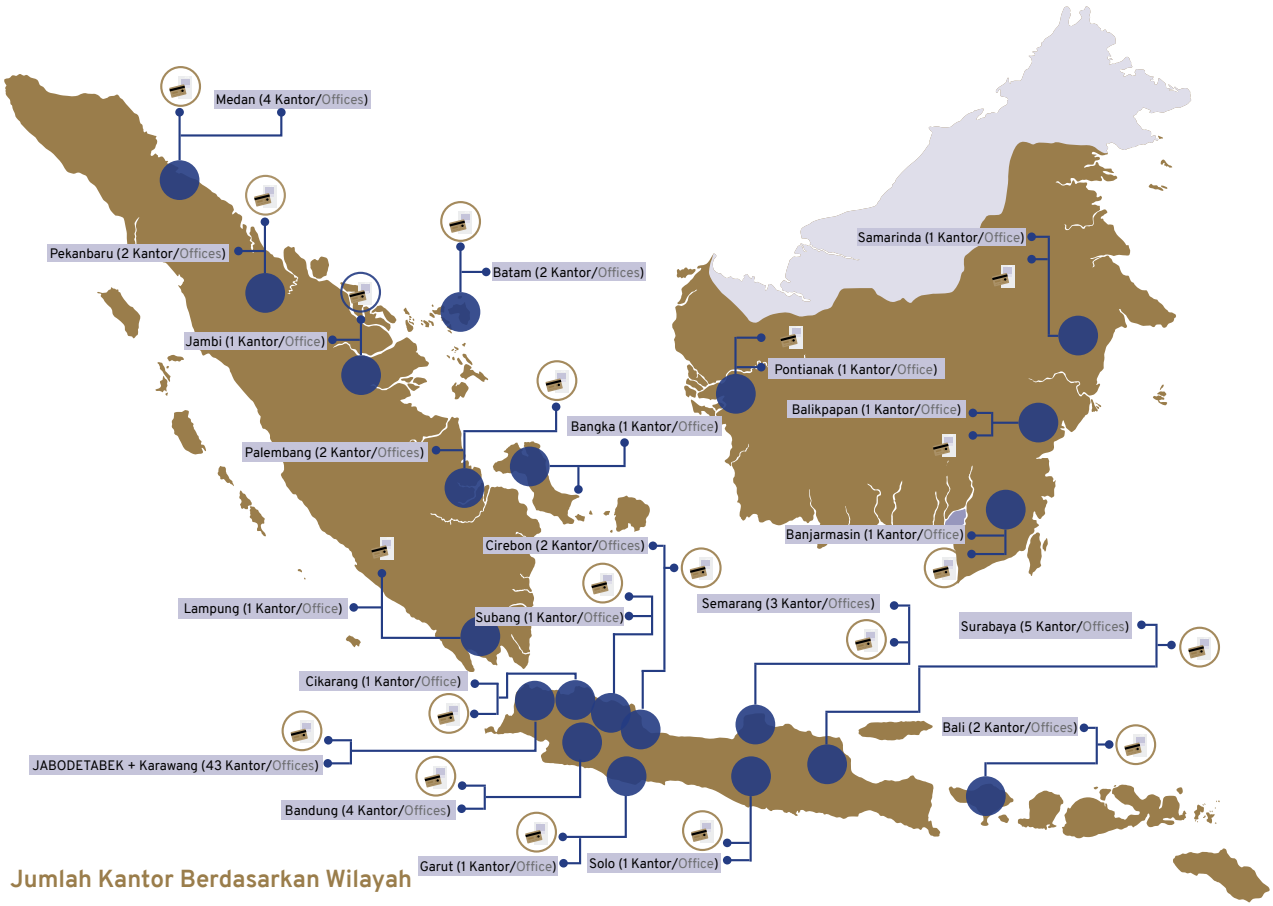
A financial service without office network that utilizes collaboration with other party (agents) supported by information technology facility using smart phones to provide services for customers. Laku Pandai is one of the programs offered to promote inclusive finance.

Selain layanan berbasis teknologi, Bank Artha Graha Internasional juga dilengkapi dengan layanan untuk kebutuhan nonfinansial nasabah melalui *Safe Deposit Box* (SDB) yang dapat dinikmati nasabah di berbagai jaringan kantor cabang.

Apart from technology-based services, Bank Artha Graha Internasional also offers non-financial services to the customers, such as Safe Deposit Box (SDB) that can be accessed by customers at many branch offices.

Peta Wilayah Operasional
Operational Area Map

Lokasi Kantor & Lokasi Penempatan ATM *on Premises and off Premises*
Office Locations and On-Premises and Off-Premises ATM Locations

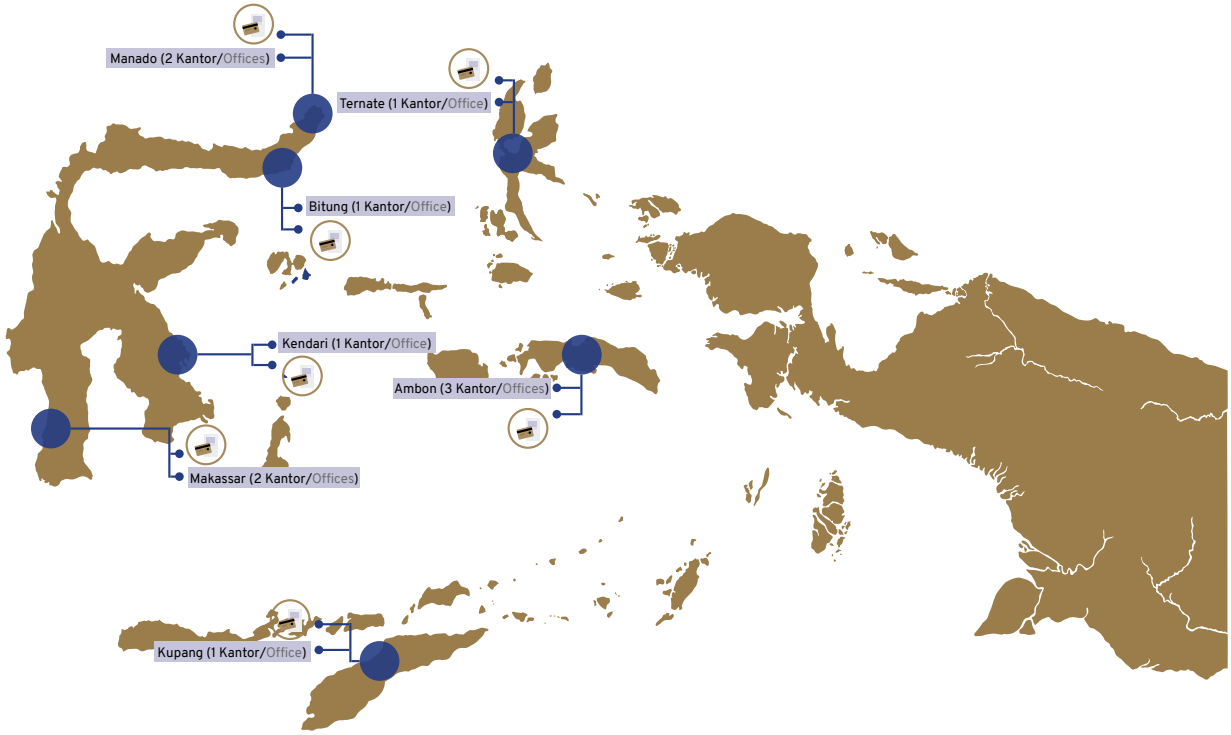


Jumlah Kantor Berdasarkan Wilayah
Number of Office by Area

Area Area	KC	KCP	KK	Kegiatan Pelayanan Kas Cash Services Activity							Total
				Payment Point Payment Point	*Mobile Terminal* Mobile Terminal	ATM					
						KC	KCP	KK	PP	OFF	
DKI Jakarta	6	24	3	5	-	7	23	3	2	16	**89**
Jawa Barat/West Java	5	9	-	1	-	5	11	-	-	9	**40**
Banten	-	4	1	-	-	-	4	1	-	2	**12**
Jawa Tengah/Central Java	2	2	-	1	1	2	2	-	-	2	**12**
Jawa Timur/East Java	1	4	-	-	-	1	4	-	-	-	**10**
Bali	1	1	-	-	-	1	1	-	-	5	**9**
Sumatera Utara/North Sumatra	1	3	-	-	-	2	4	-	-	4	**14**
Sumatera Selatan/South Sumatra	1	1	-	-	-	1	1	-	-	1	**5**
Riau	1	1	-	-	-	1	1	-	-	1	**5**
Kepulauan Riau/Riau Islands	1	1	-	-	-	1	1	-	-	2	**6**
Jambi	1	-	-	-	-	1	-	-	-	-	**2**
Kepulauan Babel/Babel Islands	1	-	-	-	-	1	-	-	-	-	**2**
Lampung	1	-	-	-	-	1	-	-	-	-	**2**

Jumlah Kantor Berdasarkan Jenis Kantor
Number of Office by Type of Office

Jenis Kantor	2019	2018	2017	Type of Office
Kantor				**Offices**
Kantor Cabang	33	34	39	Branch Offices
Kantor Cabang Pembantu	54	58	63	Sub-branch Offices
Kantor Kas	4	8	10	Cash Offices
Kegiatan Pelayanan Kas				**Cash Services Activity**
Payment Point	7	9	10	Payment Point
Mobile Terminal	1	1	1	Mobile Terminal
ATM				ATM
On Premises	97	106	117	On Premises
Off Premises	50	43	42	Off Premises
Total ATM	147	149	159	Total ATM
Total	**246**	**259**	**282**	**Total**



Area Area	KC	KCP	KK	Kegiatan Pelayanan Kas Cash Services Activity							Total
				Payment Point Payment Point	*Mobile Terminal* Mobile Terminal	ATM					
						KC	KCP	KK	PP	OFF	
Kalimantan Timur/East Kalimantan	2	-	-	-	-	2	-	-	-	-	**4**
Kalimantan Barat/West Kalimantan	1	-	-	-	-	1	-	-	-	4	**6**
Kalimantan Selatan/South Kalimantan	1	-	-	-	-	1	-	-	-	-	**2**
Sulawesi Selatan/South Sulawesi	1	1	-	-	-	1	1	-	-	1	**5**
Sulawesi Utara/North Sulawesi	2	1	-	-	-	2	1	-	-	-	**6**
Sulawesi Tenggara/Southeast Sulawesi	1	-	-	-	-	1	-	-	-	2	**4**
Kupang (NTT)	1	-	-	-	-	1	-	-	-	1	**3**
Maluku Utara/North Maluku - Ternate	1	-	-	-	-	1	-	-	-	-	**2**
Maluku - Ambon	1	2	-	-	-	1	2	-	-	-	**6**
Total	**33**	**54**	**4**	**7**	**1**	**35**	**56**		**2**	**50**	**246**

Keterangan/ Description
KC : Kantor Cabang, KCP : Kantor Cabang Pembantu, KK : Kantor Kas, PP : *Payment Point*, OFF : *Off Premises*
KC: Branch Offices, KCP : Sub-branch Offices, KK : Cash Offices, PP : Payment Points, OFF : Off Premises

Inovasi Digital
Digital Inovation

Bank berkomitmen untuk senantiasa memberikan layanan terbaik kepada nasabah melalui berbagai bentuk inovasi yang dilakukan. Perubahan konsep jaringan kantor cabang serta pengembangan layanan *electronic banking* merupakan bentuk persiapan Bank untuk *"Goes to Digital"*. Hal ini terus dilakukan agar Bank dapat mengambil langkah untuk beradaptasi terhadap perubahan yang terjadi di era industri 4.0.

Salah satu pengembangan jaringan digital adalah inovasi fitur *New Customer on Boarding* pada AGI *Mobile* (*Mobile Banking*) yang memberikan kemudahan kepada nasabah baru dalam membuka rekening tanpa harus datang ke cabang. Dengan fitur ini, nasabah baru cukup melakukan download aplikasi AGI *Mobile* pada *Play Store* maupun *App Store* dan mengikuti proses verifikasi melalui *video call* dari petugas Bank, rekening langsung terbentuk dan nasabah dapat langsung bertransaksi.

Hal tersebut tentunya juga dapat memberi kemudahan kepada perusahaan yang melakukan kerja sama *payroll* dengan Bank, dimana karyawannya tidak perlu datang ke Bank untuk membuka rekening sehingga dapat menghemat waktu dan tetap dapat melakukan aktifitas pekerjaannya.

Inovasi kemudahan transaksi lainnya adalah fitur tarik tunai tanpa kartu. Kini dompet tertinggal sudah tidak menjadi masalah karena selama nasabah membawa AGI *Mobile*, nasabah dapat melakukan penarikan uang tunai di jaringan ATM Bank Artha Graha Internasional tanpa harus menggunakan Kartu ATM.

Selain itu, guna mendukung pengajuan kredit, calon debitur dapat melakukan pengajuan Kredit Tanpa Agunan (KTA), Kredit Pemilikan Rumah (KPR dan KPR FLPP), dan Kredit Pemilikan *Apartment* secara *online* melalui AGI *Mobile*. Nasabah cukup memenuhi informasi dan dokumen pada AGI *Mobile* untuk kemudian diproses oleh Bank.

Sejalan dengan semakin meningkatnya transaksi melalui platform digital, dimana bermunculannya Fintech dengan segala otomatisasi sistem, mendorong Bank untuk melakukan pengembangan pada infrastruktur TI guna mengakomodir kebutuhan mitra tersebut. Melalui API (*Application Programing Interface*), sistem milik mitra dapat dimungkinkan untuk terhubung dengan sistem Bank secara aman.

Tidak hanya dari segi teknologi, hadirnya layanan *Cafe Banking* dengan konsep yang berbeda menjadi salah satu inovasi yang dapat menarik nasabah untuk datang dan bertransaksi di cabang Bank Artha Graha Internasional. Penggabungan antara konsep cafe dan layanan perbankan dapat membangun suasana hangat dan bersahabat bagi nasabah yang datang berkunjung. Layanan Cafe Banking ini telah dibuka di 3 kantor cabang Bank, yaitu di Cabang Menara Global, Cabang Wiladatika, dan Ujung Menteng.

The Bank is committed to always providing the best service to customers through various forms of innovation. Changes in the concept of branch office networks and the development of electronic banking services are forms of the Bank's preparation for "Goes to Digital". This continues to be done so that the Bank can take steps to adapt to changes that occur in the industrial era 4.0.

One of the developments in digital networks is the innovative feature of New Customer on Boarding on the AGI Mobile (Mobile Banking), which makes it easy for new customers to open accounts without having to come to the branch. With this feature, new customers can simply download the AGI Mobile application on Play Store and App Store and follow the verification process via a video call from a Bank officer, an account is immediately opened and customers can immediately make transaction.

This of course can also provide convenience to companies that enter into payroll cooperation with the Bank, where employees do not need to come to the Bank to open an account, and thus, saving time and still be able to carry out their work activities.

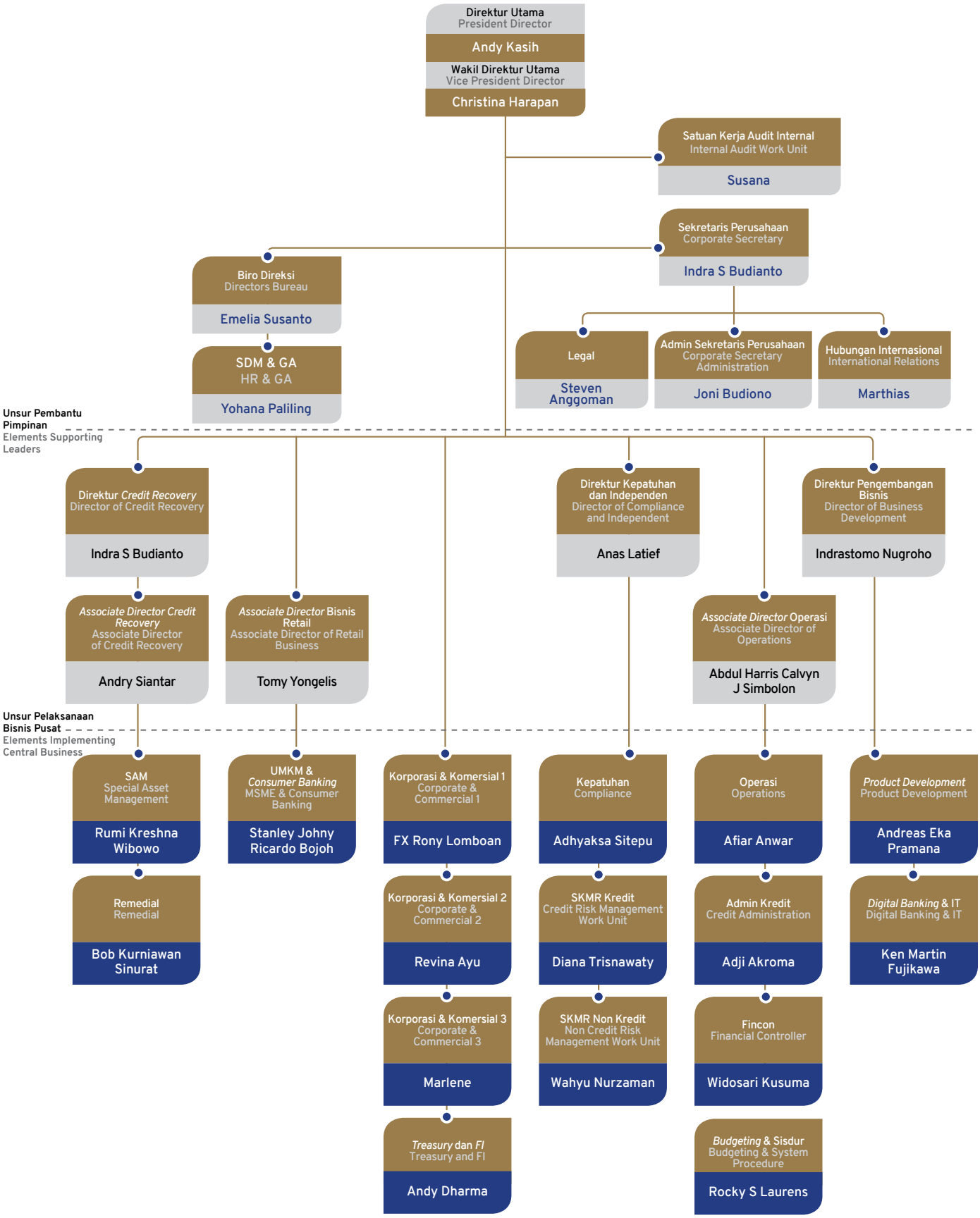
Another easy transaction innovation is the cardless cash withdrawal feature. Leaving your wallet behind is not a problem now because as long as customers bring AGI Mobile, customers can withdraw cash at Bank Artha Graha Internasional's ATM network without having to use an ATM card.

In addition, to support loan applications, prospective debtors can apply for Unsecured Loans (KTA), Home Ownership Loans (KPR and KPR FLPP), and Apartment Ownership Loans online through AGI Mobile. Customer only needs to complete the information and documents at AGI Mobile for the Bank to process later.

In line with the increasing transactions through digital platforms, where Fintech has been emerging with all system automation, the Bank is driven to develop IT infrastructure in order to accommodate the needs of these partners. Through API (Application Programing Interface), it is possible for partner-owned systems to connect securely to the Bank's systems.

Not only in terms of technology, the presence of Cafe Banking service with a different concept is one of the innovations that can attract customers to come and make transactions at Bank Artha Graha Internasional branch. The combination of the concept of cafe and banking services can build a warm and friendly atmosphere for customers who come to visit. This Cafe Banking service is open at 3 Bank branches, namely Menara Global Branch, Wiladatika Branch, and Ujung Menteng Branch.

Struktur Organisasi
Organization Structure



Profil Dewan Komisaris
Board of Commissioners Profile



Kiki Syahnakri

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

Warga Negara Indonesia, 72 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Komisaris Utama Bank periode 2005 berdasarkan Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005 dan merangkap sebagai Komisaris Independen sejak tahun 2012 serta periode 2014-2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014. Berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017, beliau diangkat kembali menjadi Komisaris Independen periode 2017-2020.

Beliau lulus dari Akademi Militer Nasional pada tahun 1971. Beliau memiliki pengalaman karier pada berbagai jabatan penting kemiliteran, yaitu sebagai Asisten Operasi KASAD (1998-1999), Panglima Darurat Militer Timor Timur (September-November 1999), Panglima Daerah Militer IX Udayana (November 1999-November 2000), dan Wakil Kepala Staf TNI Angkatan Darat (November 2000-Mei 2002). Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 72 years old, domiciled in Jakarta. He serves as the Bank's President Commissioner for the period of 2005 based on Deed of Meeting Resolutions No. 26 dated 12 June 2005 and has been serving concurrently as an Independent Commissioner since 2012 and for the period of 2014-2017 based on Deed of Meeting Resolutions No. 8, dated 3 June 2014. Based on Deed of Meeting Resolutions No. 20 dated 16 June 2017, he was re-appointed as the Independent Commissioner for the period of 2017-2020.

He graduated from the National Military Academy in 1971. He has experiences in various important military positions, namely as the Operational Assistant of Chief of Staff of Indonesian Army (1998–1999), East Timor Military Emergency Commander-in Chief (September–November 1999), Udayana IX Military Area Commander-in-Chief (November 1999–November 2000), and Army Deputy Chief of Staff (November 2000–May 2002). He is not concurrently serving in another company.



Tomy Winata

Wakil Komisaris Utama/Vice President Commissioner

Warga Negara Indonesia, 61 tahun, berdomisili di Jakarta. Sepanjang karier, beliau telah berhasil mengembangkan berbagai usaha di Indonesia. Beliau menjabat sebagai Wakil Komisaris Utama Bank periode 2005 berdasarkan Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005, periode 2014-2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014, dan diangkat kembali pada periode 2017-2020 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017.

Indonesian citizen, 61 years old, domiciled in Jakarta. Throughout his career, he has successfully developed various businesses in Indonesia. He served as the Bank's Vice President Commissioner for the period of 2005 based on Deed of Meeting Resolutions No. 26 dated 12 June 2005, period of 2014-2017, based Deed of Meeting Resolutions No. 8 dated 3 June 2014, and was re-appointed for period of 2017-2020 based on Deed of Meeting Resolutions No. 20 dated 16 June 2017.



Sugianto Kusuma

Wakil Komisaris Utama/Vice President Commissioner

Warga Negara Indonesia, 68 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Wakil Komisaris Utama PT Bank Artha Graha tahun 1990-1999. Pada tahun 2004, bergabung dengan PT Bank Inter-Pacific Tbk sebagai Komisaris Utama. Setelah penggabungan PT Bank Artha Graha dan PT Bank Inter-Pacific Tbk, beliau menjabat sebagai Wakil Komisaris Utama Bank untuk periode pertama kali berdasarkan Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005, periode 2014-2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014, dan diangkat kembali periode 2017-2020 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017.

Indonesian citizen, 68 years old, domiciled in Jakarta. He served as Vice President Commissioner of PT Bank Artha Graha in 1990-1999. In 2004, he joined PT Bank Inter-Pacific Tbk as President Commissioner. After the merger of PT Bank Artha Graha and PT Bank Inter-Pacific Tbk, he served as Vice President Commissioner of the Bank for the first period based on the Deed of Meeting Resolutions No. 26 dated 12 June 2005, period of 2014-2017, based Deed of Meeting Resolutions No. 8 dated 3 June 2014, and was re-appointed for period of 2017-2020 based on Deed of Meeting Resolutions No. 20 dated 16 June 2017.



Elizawatie Simon**)

Komisaris Independen/ Independent Commissioner

Warga Negara Indonesia, 58 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Komisaris Bank sejak tahun 2013 dan diangkat kembali pada tahun 2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. Kemudian diangkat kembali periode 2018 - 2021 berdasarkan Akta Pernyataan Keputusan Rapat No. 9 tanggal 17 Juli 2018.

Beliau meraih gelar Sarjana Hukum bidang Hukum Perdata dari Universitas Trisakti pada tahun 1985. Sebelumnya, beliau berkarier sebagai Kepala Biro Hukum Bank Danamon (1985-1990), Kepala Biro Hukum PT Danayasa Arthatama (1990-1999), Kepala Biro Hukum Bank Artha Graha Internasional (1999), dan diangkat menjadi Direktur Bank Artha Graha Internasional pada November 2013. Pada Juni 2018, beliau diangkat menjadi Komisaris Bank berdasarkan Akta Pernyataan Keputusan Rapat No. 9 tanggal 17 Juli 2018. Beliau tidak sedang merangkap jabatan di perusahaan lain.

**) Dalam masa tunggu (*cooling off*).

Indonesian citizen, 58 years old, domiciled in Jakarta. She has been a Commissioner of the Bank since 2013 and was reappointed in 2017 based on Deed of Meeting Resolutions No. 20 dated 16 June 2017. She was reappointed for the period of 2018 - 2021 based on Deed of Meeting Resolutions No. 9, dated 17 July 2018.

She earned her Bachelor's degree in Law majoring in Civil Law from Trisakti University in 1985. Previously, she worked as Head of the Legal Bureau of Bank Danamon (1985–1990), Head of the Legal Bureau of PT Danayasa Arthatama (1990–1999), Head of the Legal Bureau of Bank Artha Graha Internasional (1999), and was appointed as Director of Bank Artha Graha Internasional in November 2013. In June 2018, she was appointed as the Bank's Commissioner based on the Deed of Meeting Resolutions No. 9 dated 17 July 2018. She is not concurrently serving in another company.

**) In cooling off period.



Nicolaus Eko Riwayanto

Komisaris Independen/ Independent Commissioner

Warga Negara Indonesia, 60 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Komisaris Independen Bank periode 2018 - 2021 berdasarkan Akta Pernyataan Keputusan Rapat No. 9 tanggal 17 Juli 2018.

Beliau menjadi praktisi di bidang *Organization Development* (OD) dan memperoleh beasiswa dari Pemerintah Inggris untuk mengikuti Pelatihan Konsultan OD di bawah bimbingan tenaga ahli dari Inggris hingga mengikuti Pendidikan Program Diploma dan Master di bidang OD di Sheffield Hallam University (UK) dan lulus tahun 1995. Selama 5 tahun, beliau menjadi bagian Tim Konsultan Manajemen Polri, yang lebih dikenal dengan Konsultan OD Polri.

Berkaitan dengan bidang keahlian yang dimiliki, beberapa penugasan resmi yang pernah dijalani beliau di luar organisasi Polri, di antaranya Dosen Pascasarjana Universitas Indonesia, Konsultan Badan Narkotika Nasional (BNN), hingga memangku jabatan di lingkungan BNN sebagai Kepala Biro Perencanaan BNN serta Sekretaris Utama BNN. Beliau terakhir menjabat sebagai Asisten Staf Khusus Presiden. Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 60 years old, domiciled in Jakarta. He serves as the Bank's Independent Commissioner for the period of 2018 - 2021 based on Deed of Meeting Resolutions No. 9 dated 17 July 2018.

He became a practitioner in Organization Development (OD) and obtained a scholarship from the UK Government to participate in the OD Consultant Training under the tutelage of experts from the UK and to complete the Diploma and Master's Programs in OD at Sheffield Hallam University (UK), graduated in 1995. For five years he was part of the Indonesian Police Management Consultancy Team, also known as the Konsultan OD Polri.

In relation to his expertise, he was assigned to various official positions outside of the Police Force organization, among others postgraduate lecturer at the University of Indonesia, Consultant for the National Narcotics Agency (BNN), as well as BNN's Head of Planning Bureau and General Secretary. His final position was as Presidential Expert Staff Assistant. He is not concurrently serving in another company.

Profil Direksi
Board of Directors Profile



Andy Kasih

Direktur Utama/President Director

Warga Negara Indonesia, 64 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Direktur Utama Bank sejak tahun 2008 dan diangkat kembali pada tahun 2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017.

Beliau meraih gelar Sarjana Ekonomi dari Universitas Katolik Widya Mandala pada tahun 1984. Sebelumnya, beliau berkarier sebagai Kepala Akuntan PT Charoen Pokphand Indonesia Animal Feedmill (1979-1981), Kepala Akuntan dan Keuangan PT Impex Megah Surabaya (1981-1983), *Executive Trainee* Citibank (1982), Wakil Presiden Citibank (1994), Kepala Divisi Kontrol Bank Internasional Indonesia, Direktur Operasi Bank Subentra (1994), Direktur Operasi Bank (1996), Direktur IT dan Fincon Bank (1999-2001), Direktur IT dan Kepatuhan Bank (2001-2005), serta Direktur IT, Direktur Kepatuhan, dan *Risk Management* Bank (2005-2008). Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 64 years old, domiciled in Jakarta. He has been the President Director of the Bank since 2008 and was reappointed in 2017 based on Deed of Meeting Resolutions No. 20, dated 16 June 2017.

He earned his Bachelor's degree in Economics from Widya Mandala Catholic University in 1984. Previously, he worked as Head of Accountant of PT Charoen Pokphand Indonesia Animal Feedmill (1979–1981), Head of Accountant and Finance of PT Impex Megah Surabaya (1981–1983), Executive Trainee of Citibank (1982), Vice President of Citibank (1994), Head of Control Division of Bank Internasional Indonesia, Director of Operations of Bank Subentra (1994), Director of Operations of the Bank (1996), Director of IT and Fincon of the Bank (1999–2001), Director of IT and Compliance of the Bank (2001–2005), as well as Director of IT,Compliance, and Risk Management of the Bank (2005–2008). He is not concurrently serving in another company.



Christina Harapan

Wakil Direktur Utama/Vice President Director

Warga Negara Indonesia, berusia 41 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Wakil Direktur Utama Bank sejak tahun 2018 berdasarkan Akta Pernyataan Keputusan Rapat No. 09 tanggal 17 Juli 2018.

Beliau meraih gelar Sarjana Bisnis dari Universitas San Diego pada tahun 1999 dan Master bidang Bisnis Administrasi dari San Diego State University pada tahun 2000. Beliau memperoleh Sertifikasi Manajemen Risiko Level 5 dari Lembaga Sertifikasi Profesi Perbankan (2013) dan mengikuti *Refreshment* (2017). Pelatihan lainnya antara lain partisipasi pada *Befriending with the Boom and Bust Cycle* Jakarta (2014), *Leadership Development for High Performing Teams* oleh University of Southern California pada (2017), dan *Enchancing Good Corporate Governance Framework and Practices* oleh DSG (2017).

Indonesian citizen, 41 years old, domiciled in Jakarta. She serves as the Bank's Vice President Director since 2018 based on Deed of Meeting Resolutions No. 09, dated 17 July 2018.

She graduated with a Bachelor of Business from University of San Diego in 1999 and Master of Business Administration from San Diego State University in 2000. She obtained Risk Management Certification Level 5 from the Banking Professional Certification Institution in 2013 and participated in the Refreshment in 2017. Other training programs that she attended included the Befriending with the Boom and Bust Cycle in Jakarta (2014), Leadership Development for High Performing Teams held by the University of Southern California (2017), and Enhancing Good Corporate Governance Framework and Practices held by DSG (2017).

Perjalanan karier beliau dimulai di PT Bank Artha Graha Internasional Tbk sebagai Pemimpin Tim Pengawasan Bisnis di *Internal Audit* (2008-2012). Selanjutnya, beliau dipromosikan menjadi Kepala Divisi Pengendalian Internal (2012-2014) yang bertugas dalam mengelola risiko kredit dan operasional, Kepala Biro Direksi (2014-2016), dan Komisaris Independen PT Bank ICBC Indonesia (Februari 2016-Mei 2018). Beliau tidak sedang merangkap jabatan di perusahaan lain.

She started her career at PT Bank Artha Graha Internasional Tbk as Head of Business Supervision Team under Internal Audit (2008–2012). Then, she was promoted to Head of Internal Control Division (2012–2014), responsible for managing credit risk and operational risk, Head of the Directors Bureau (2014–2016), and Independent Commissioner of PT Bank ICBC Indonesia (February 2016–May 2018). She is not concurrently serving in another company.



Indra S Budianto

Direktur/Director

Warga Negara Indonesia, berusia 57 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Direktur Bank sejak tahun 2014 dan diangkat kembali pada tahun 2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017.

Beliau meraih gelar Diploma Pendidikan Bisnis dari Ngee Ann Polytechnic, Singapura pada tahun 1982, Sarjana Administrasi Bisnis dari University of La Verne, Claremont, Los Angeles, USA pada tahun 1990, dan Master di bidang Pertahanan dari Universitas Pertahanan Indonesia pada tahun 2012. Beliau memulai karier di Putra Kalimantan Group yang merupakan distributor utama alat-alat berat dari USA, Jerman, Inggris, dan Jepang, serta di bidang kontraktor bangunan dan jalan dengan jabatan terakhir sebagai Manajer Umum yang bertanggung jawab untuk wilayah Medan, Dumai, Palembang, Samarinda, Balikpapan, dan Makassar (1995). Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 57 years old, domiciled in Jakarta. He has been the Director of the Bank since 2014 and was reappointed in 2017 based on Deed of Meeting Resolutions No. 20, dated 16 June 2017.

He graduated with a Diploma in Business Studies from Ngee Ann Polytechnic Singapore in 1982, Bachelor of Business Administration from University of La Verne, Claremont, Los Angeles, USA in 1990, and Master of Defense from Indonesian Defense University in 2012. He began his career at Putra Kalimantan Group, a sole distributor of heavy equipment from the USA, Germany, the UK, and Japan, as well as doing building and road contractor business, with the latest position as General Manager responsible for Medan, Dumai, Palembang, Samarinda, Balikpapan, and Makassar regions (1995). He is not concurrently serving in another company.



Anas Latief

Direktur Kepatuhan dan Independen

Director of Compliance and Independent

Warga Negara Indonesia, berusia 58 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Direktur Bank sejak tahun 2014 dan diangkat kembali pada tahun 2017 berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017.

Beliau meraih gelar Sarjana Ekonomi bidang Manajemen dari Universitas Hasanuddin Makassar pada tahun 1986. Sebelumnya, beliau berkarier sebagai *Account Officer* Bank (1988), Direktur Utama Bank Pembangunan Daerah Sulawesi Tenggara (2004-2009), dan Sekretaris Perusahaan Bank (2016). Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 58 years old, domiciled in Jakarta. He has been the Director of the Bank since 2014 and was reappointed in 2017 based on Deed of Meeting Resolutions No. 20, dated 16 June 2017.

He earned his Bachelor's degree in Economics majoring in Management from Hasanuddin University, Makassar, in 1986. Previously, he worked as Account Officer of the Bank (1988), President Director of Bank Pembangunan Daerah Sulawesi Tenggara (2004–2009), and Corporate Secretary of the Bank (2016). He is not concurrently serving in another company.



Indrastomo Nugroho

Direktur/Director

Warga Negara Indonesia, berusia 45 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Direktur Bank periode 2018-2021 berdasarkan Akta Pernyataan Keputusan Rapat No. 09 tanggal 17 Juli 2018.

Beliau meraih gelar Sarjana Ekonomi dari Universitas Trisakti pada tahun 1996. Beliau memulai kariernya di dunia perbankan sebagai *Senior Manager Product* Bank Niaga (1996-2005), *Head of Liabilities Product* Bank Danamon (2005-2008), *Head of Centralize Processing* BTPN (2008-2009), *Head of Consumer Lending Product Development* Bank Negara Indonesia (2009-2013). Beliau juga pernah menjabat pada beberapa posisi di Bank sebagai Kepala Divisi Pengembangan Produk dan Servis, Kepala Divisi Pengembangan Produk (2013), Deputi Direktur *Credit Commercial* (2017), dan Deputi Direktur Pengembangan Produk dan Bisnis (2017). Beliau tidak sedang merangkap jabatan di perusahaan lain.

Indonesian citizen, 45 years old, domiciled in Jakarta. He serves as the Bank's Director for the period of 2018-2021 based on Deed of Meeting Resolutions No. 09 dated 17 July 2018.

He earned his Bachelor's degree in Economics from Trisakti University in 1996. He began his career in banking as Senior Manager Product of Bank Niaga (1996–2005), Head of Liabilities Product of Bank Danamon (2005–2008), Head of Centralized Processing of BTPN (2008–2009), Head of Consumer Lending Product Development of Bank Negara Indonesia (2009–2013). He also served at various positions at the Bank, among others as Head of Product Development & Service Division, Head of Product Development Division (2013), Deputy Director of Credit Commercial (2017), and Deputy Director of Product and Business Development (2017). He is not concurrently serving in another company.

Profil Pejabat Eksekutif
Profile of Executive Officials

Andry Siantar

Associate Director Credit Recovery/Associate Director of Credit Recovery

Warga Negara Indonesia, berusia 62 tahun, berdomisili di Jakarta. Beliau menjabat sebagai *Associate Director Credit Recorvery* sejak tahun 2019 berdasarkan Surat Keputusan No. SK-MT/SDM/449/VII/19. Beliau telah memiliki Sertifikasi Manajemen Risiko Level 5 dari Lembaga Sertifikasi Profesi Perbankan. Beliau meraih gelar Sarjana Hukum dari Universitas Sultan Ageng Tirtayasa pada tahun 1996. Sebelumnya, beliau berkarier sebagai Wiraswastawan dan Penasihat Teknis Lembaga Bantuan Hukum (LBH) (1997), Koordinator Penyelamatan Kredit Bank Arta Pratama (1997), Kepala Biro Sekuriti dan Penyelamatan Kredit Bank Artha Graha serta Komisaris Bank Artha Graha (2004), Komisaris Independen Bank (2014-2017), dan Direktur Bank (2017-2019).

Indonesian citizen, 62 years old, domiciled in Jakarta. He has hold the position of Associate Director of Credit Recovery since 2019 based on the Decision Letter No. SK-MT/SDM/449/VII/19. He has obtained Level 5 Risk Management Certification from the Banking Profession Certification Institute. He earned his Bachelor's degree in Law from Sultan Ageng Tirtayasa University in 1996. Previously, he worked as an Entrepreneur and Technical Advisor to Legal Assistance Institution (LBH) (1997), Coordinator of Credit Remedial at Bank Arta Pratama (1997), Head of Credit Security and Remedial Bureau of Bank Artha Graha as well as Commissioner of Bank Artha Graha (2004), and Independent Commissioner of the Bank (2014-2017), and Director of the Bank (2017-2019).

Abdul Harris C J Simbolon

Associate Director Operasi/ Associate Director of Operations

Warga Negara Indonesia, berusia 52 tahun, berdomisili di Jakarta. Beliau menjabat sebagai *Associate Director* Operasi sejak tahun 2019 berdasarkan Surat Keputusan No. SK-MT/SDM/459/VII/19. Beliau telah memiliki Sertifikasi Manajemen Risiko Level 5 dari Lembaga Sertifikasi Profesi Perbankan. Beliau meraih gelar Sarjana Ekonomi dari STIE Perbanas pada tahun 2005.

Beliau memulai karier sebagai Kepala Bagian Admin Kredit Bank (1995-1996), Kepala Bagian Kontrol Bank (1996-2003), Kepala Bagian Kredit *Reviewer* Bank (2003-2004), Kepala Divisi Operasi Bank (2008-2010), Kepala Divisi Sekretaris Perusahaan Bank (2010-2012), Kepala SKAI Bank (2012-2013), Kepala Divisi Sumber Daya Manusia Bank (2014-2016), Koordinator Wilayah Jakarta Bank (2016-2017) sebelum kembali ke kantor pusat sebagai Deputi Direktur Pengembangan Produk dan *Collection* Bank, Deputi Direktur *Branch Banking* Bank (2017), dan Direktur Bank (2018-2019).

Indonesian citizen, 52 years old, domiciled in Jakarta. He has been the Associate Director of Operations since 2019 based on the Decision Letter No. SK-MT/SDM/459/VII/19. He has obtained Level 5 Risk Management Certification from the Banking Profession Certification Institute. He earned his Bachelor's degree in Economics from STIE Perbanas in 2005.

He began his career as Head of Credit Administration Department of the Bank (1995–1996), Head of Control Department of the Bank (1996–2003), Head of Credit Reviewer Department of the Bank (2003–2004), Head of Operations Division of the Bank (2008–2010), Head of Corporate Secretary Division of the Bank (2010–2012), Head of Internal Audit Work Unit of the Bank (2012–2013), Head of Human Resources Division of the Bank (2014–2016), Coordinator of Jakarta Region of the Bank (2016–2017) before returning to the head office as the Deputy Director of Product Development and Collection of the Bank, Deputy Director of Branch Banking of the Bank (2017), and Director of the Bank (2018-2019).

Sepanjang tahun 2019, beliau telah mengikuti pendidikan dan pelatihan terkait:

1. 12 Maret 2019: *Workshop* PSAK 71 *by Empyrean* dari RSM Indonesia;
2. 13 Maret 2019: *Workshop* PSAK 71 *by Empyrean* dari Empyrean;
3. 27 Maret 2019: Sosialisasi *National Risk Assessment* dari PPATK;
4. 7 Mei 2019: Sosialisasi Anti *Fraud* dari Internal;
5. 29 Maret 2019: Sosialisai Tampak *Spiring* dari Internal;
6. 26-31 Mei 2019: Studi Banding 360 Finance-Beijing-Shanghai;
7. 21 September: *Workshop* Direktorat Operasi dari internal;
8. 4 November 2019: Sosialisasi Uji Kelayakan dan Kepatutan dan Peninjauan Kembali Pihak Utama dari Internal; dan
9. 31 Oktober dan 3 November 2019: *Workshop* Kontrol: *Banking Crime & Mitigation, Empowering Control to Minimize Fraud* dari Asanka Kreasi Mandiri.

Throughout 2019, he participated in education and training related to:

1. 12 March 2019: Workshop on PSAK 71 by Empyrean from RSM Indonesia;
2. 13 March 2019: Workshop on PSAK 71 by Empyrean from Empyrean;
3. 27 March 2019: Dissemination of National Risk Assessment from PPATK;
4. 7 May 2019: Dissemination of Anti Fraud from Internal;
5. 29 March 2019: Dissemination of Tampak Siring from Internal;
6. 26-31 May 2019; Comparative Study 360 Finance-Beijing Shanghai;
7. 22-21 September: Workshop of Directorate of Operations from Internal;
8. 4 November 2019: Dissemination of Due Diligence and Review of Main Party from Internal; and
9. 31 October and 3 November 2019: Workshop of Control: Banking Crime & Mitigation, Empowering Control to Minimize Fraud from Asanka Kreasi Mandiri.

Tomy Yongelis

Associate Director Bisnis Retail/Associate Director of Retail Business

Warga Negara Indonesia, berusia 36 tahun, berdomisili di Jakarta. Beliau menjabat sebagai *Associate Director* Bisnis Retail sejak tahun 2019 berdasarkan Surat Keputusan No. SK-MT/SDM/448/VII/19. Beliau telah memiliki Sertifikasi Manajemen Risiko Level 5 dari Lembaga Sertifikasi Profesi Perbankan. Beliau meraih gelar Sarjana Ekonomi dari STIE Trisakti pada tahun 2004. Beliau memulai karier dalam dunia perbankan di Bank sebagai Staf Kredit MDP IV pada tahun 2005, *Account Officer* Cabang Batam (2007-2008), Pimpinan Tim dan Pemimpin Cabang di Cirebon, Bandung, Roxymas, Cokroaminoto, Koordinator Wilayah Jabar–Jateng (2008-2016), Deputi Direktur Kredit Proses dan *Collection* (2017-2018), dan Direktur Bank (2018-2019).

Sepanjang tahun 2019, beliau telah mengikuti pendidikan dan pelatihan terkait:

1. 27 Maret 2019: *Sosialisasi National Risk Assessment* dari PPATK;
2. 27 Juli 2019: S*ales Talk with* Eloy Zalukhu dari IPMI *International Business School*;
3. 20 Agustus 2019: *Super Team Transformation* dari Gratyo *Practical Business Coaching*; dan
4. 11 November 2019: Sosialisasi Uji Kelayakan dan Kepatutan dan Peninjauan Kembali Pihak Utama dari Internal.

Indonesian citizen, 36 years old, domiciled in Jakarta. He has hold the position of Associate Director of Retail Business since 2019 based on the Decision Letter No. SK-MT/SDM/448/VII/19. He has obtained Level 5 Risk Management Certification from the Banking Profession Certification Institute. He earned his Bachelor's degree in Economics from STIE Trisakti in 2004. He began his career in banking at the Bank, as Credit Staff MDP IV in 2005, Account Officer of Batam Branch (2007–2008), Team Leader and Branch Manager in Cirebon, Bandung, Roxymas, Cokroaminoto, West Java-Central Java Regional Coordinator (2008–2016), and Deputy Director of Credit Process and Collection (2017–2018), and Director of the Bank (2018-2019).

Throughout 2019, he participated in education and training related to:

1. 27 March 2019: Dissemination of National Risk Assessment from PPATK;
2. 27 July 2019: Sales Talk with Eloy Zalukhu from IPMI International Business School;
3. 20 August 2019: Super Team Transformation from Gratyo Practical Business Coaching; and
4. 11 November 2019: Dissemination of Due Diligence and Review of Main Party from Internal.

Steven Anggoman

Deputi Direktur Legal/Deputy Director of Legal

Warga Negara Indonesia, berusia 34 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Hukum sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1856/VI/1 tanggal 1 Juli 2018. Beliau memperoleh gelar Diploma Manajemen dari Stansfield College, Singapura pada tahun 2005. Sebelumnya, beliau berkarier sebagai Direktur PT Electronic City Indonesia Tbk (2016-2018).

Indonesian citizen, 34 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Legal since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1856/VI/1 dated 1 July 2018. He earned his Diploma in Management from Stansfield College, Singapore, in 2005. Previously, he worked as Director of PT Electronic City Indonesia Tbk (2016–2018).

Indra S Budianto

Sekretaris Perusahaan/Corporate Secretary

Warga Negara Indonesia, 57 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Sekretaris Perusahaan sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2010/VI/2018 tanggal 12 Juli 2018. Profil lengkap dapat dilihat pada Profil Direksi dalam Laporan Tahunan ini.

Indonesian citizen, 57 years old, domiciled in Jakarta. He has been the Corporate Secretary since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2010/VI/2018 dated 12 July 2018. Complete profile can be seen in the Board of Directors Profile of this Annual Report.

Rumi Kreshna Wibowo

Deputi Direktur *Special Asset Management* (SAM)/Deputy Director of Special Asset Management (SAM)

Warga Negara Indonesia, 51 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur *Special Asset Management* (SAM) sejak tahun 2019. Beliau meraih gelar Sarjana Ekonomi dari STIE Bhakti Pembangunan Jakarta pada tahun 2013 dan lulus Program Pendidikan Singkat Angkatan (PPSA) XX dari Lemhanas Republik Indonesia pada tahun 2015. Sebelumnya, beliau berkarier di Bank sebagai Kepala Bagian Kredit UMKM dan Kemitraan-Divisi Kredit Retail dan UMKM (2008-2009), Kepala Divisi *Spesial* Asset *Management and Remedial* (2012-2013), Kepala SKAI (2013-2014), Sekretaris Perusahaan (2017-2018), serta Deputi Direktur Admin Sekretaris Perusahaan (2018-2019).

Indonesian citizen, 51 years old, domiciled in Jakarta. He has served as Deputy Director of Special Asset Management (SAM) since 2019. He graduated with a Bachelor's degree in Economics from STIE Bhakti Pembangunan Jakarta in 2013 and graduated from the Short Education Program Batch (PPSA) XX from the National Defense Institution of the Republic of Indonesia in 2015. Previously, he worked at the Bank as Head of MSME Credit and Partnership–Retail and MSME Credit Department (2008–2009), Head of Special Asset Management and Remedial Division (2012–2013), Head of IAU (2013–2014), Corporate Secretary (2017-2018), and Deputy Director of Corporate Secretary Admin (2018-2019).

Stanley Johny Ricardo Bojoh

Deputi Direktur UMKM dan *Consumer Banking*/Deputy Director of MSME and Consumer Banking

Warga Negara Indonesia, 49 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur UMKM dan *Consumer Banking* sejak tahun 2018. Beliau meraih gelar Sarjana Ekonomi dari Sekolah Tinggi Ilmu Manajemen Jakarta pada tahun 1997. Sebelumnya, beliau berkarier di Bank sebagai *Account Officer* (2002), *Team Leader* (2006), Pimpinan Cabang (2008), Kepala Bagian Kredit Komersial dan Korporasi (2013), dan *Executive Officer* Kredit Komersial (2017).

Indonesian citizen, 49 years old, domiciled in Jakarta. He has hold the position of Deputy Director of MSME and Consumer Banking since 2018. He earned his Bachelor's degree in Economics from Sekolah Tinggi Ilmu Manajemen Jakarta in 1997. Previously, he worked at the Bank as Account Officer (2002), Team Leader (2006), Branch Manager (2008), Head of Commercial and Corporate Credit Department (2013), and Executive Officer of Commercial Credit (2017).

Susana

Kepala Satuan Kerja Audit Internal (SKAI)/Head of Internal Audit Work Unit (SKAI)

Warga Negara Indonesia, 47 tahun, berdomisili di Tangerang. Beliau menjabat sebagai Kepala SKAI sejak tahun 2017 berdasarkan Surat Keputusan Direksi No. SK-PKT/SDM/00133/I/17 tanggal 11 Januari 2017. Beliau meraih gelar Diploma dari Akademi Akuntansi YAI pada tahun 1996, Sarjana Akuntansi dari Universitas Trisakti pada tahun 2013, dan Pendidikan Profesi Akuntansi (PPAK) dari Universitas Trisakti pada tahun 2014. Sebelumnya, beliau berkarier sebagai Manajer Keuangan dan Akuntansi PT Buanagraha Arthaprima (2016).

Indonesian citizen, 47 years old, domiciled in Tangerang. She has been the Head of Internal Audit Work Unit since 2017 based on the Board of Directors' Decision Letter No. SK-PKT/SDM/00133/I/17 dated 11 January 2017. She graduated with a Diploma from the YAI Accounting Academy in 1996, Bachelor's degree in Accounting from University of Trisakti in 2013, and completed Accounting Professional Education Program (PPAK) at University of Trisakti in 2014. Previously, she worked as Finance and Accounting Manager at PT Buanagraha Arthaprima (2016).

Yohana Paliling

Deputi Direktur SDM & GA/Deputy Director of HR & GA

Warga Negara Indonesia, 47 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur SDM & GA sejak tahun 2017 berdasarkan Surat Keputusan Direksi No. SK-PKT/SDM/00125/I/17 tanggal 11 Januari 2017. Beliau meraih gelar Sarjana Hukum dari UKI Paulus Ujung Pandang pada tahun 1999. Sebelumnya, beliau berkarier di Bank sebagai Staf Khusus Direktorat Operasi (2016).

Indonesian citizen, 47 years old, domiciled in Jakarta. She has hold the position of Deputy Director of HR & GA since 2017 based on the Board of Directors' Decision Letter No. SK-PKT/SDM/00125/I/17 dated 11 January 2017. She earned her Bachelor's degree in Law from UKI Paulus, Ujung Pandang, in 1999. Previously, she worked at the Bank as Special Staff of the Operations Directorate (2016).

FX Rony Lomboan

Deputi Direktur Bisnis 1/Deputy Director of Business 1

Warga Negara Indonesia, 50 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Bisnis 1 sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1884/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana Teknik Elektro Universitas Trisakti pada tahun 1996. Sebelumnya berkarier di Bank sebagai *Account Officer* Cabang Suryopranoto (1997), T*eam Leader Marketing* Cabang Suryopranoto (2000), Pejabat Sementara Pimpinan Cabang Manado (2002), T*eam Leader Corporate* Banking (2005), *Staff Branch Banking* (2005), Kepala Bagian Kredit (2008), Kepala Bagian Kredit Komersial dan Korporasi (2012), Kepala Divisi Manajemen Risiko (2013), dan Deputi Direktur Kredit Korporasi (2017).

Indonesian citizen, 50 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Business 1 since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1884/VI/18 dated 1 July 2018. He earned his Bachelor's degree in Electrical Engineering from Trisakti University in 1996. Previously, he worked at the Bank as Account Officer at Suryopranoto Branch (1997), Marketing Team Leader at Suryopranoto Branch (2000), Acting Branch Manager of Manado Branch (2002), Corporate Banking Team Leader (2005), Branch Banking Staff (2005), Head of Credit Department (2008), Head of Commercial and Corporate Credit Department (2012), Head of Risk Management Division (2013), and Deputy Director of Corporate Credit (2017).

Revina Ayu Mahmud

Deputi Direktur Bisnis 2/Deputy Director of Business 2

Warga Negara Indonesia, 45 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Bisnis 2 sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1887/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana dari Universitas Trisakti. Sebelumnya, beliau berkarier sebagai *Credit Management Development Program* PT Bank Nusa Nasional (1997-1998) dan *Credit Quality Control* PT Bank Nusa Nasional (1998-2000). Selain itu, beliau pernah menduduki jabatan di Bank sebagai *Marketing Corporate Banking* (2000-2007), *Team Leader Corporate Banking* (2007-2012), *Commercial and Corporate Credit Department Head* (2012- 2017), dan Deputi Direktur Kredit Komersial (2017-2018).

Indonesian citizen, 45 years old, domiciled in Jakarta. She has hold the position of Deputy Director of Business 2 since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1887/VI/18 dated 1 July 2018. She earned her Bachelor's degree from Trisakti University. Previously, she worked as Credit Management Development Program of PT Bank Nusa Nasional (1997–1998) and Credit Quality Control of PT Bank Nusa Nasional (1998–2000). In addition, she had served in various positions at the Bank, among others as Marketing of Corporate Banking (2000–2007), Corporate Banking Team Leader (2007–2012), Commercial & Corporate Credit Department Head (2012–2017), and Deputy Director of Commercial Credit (2017–2018).

Andy Dharma

Deputi Direktur *Treasury and FI*/*Deputy Director of Treasury and FI*

Warga Negara Indonesia, 46 tahun, berdomisili di Jakarta. Menjabat sebagai Deputi *Treasury and FI* sejak tahun 2018. berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1890/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar *Bachelor of Commerce* dari Curtin University of Technology pada tahun 2001 dan Master Sains *(Honors)* dari Universitas Pertahanan Indonesia pada tahun 2012. Sebelumnya, beliau berkarier di Bank sebagai peserta *Management Development Program* (2002), Staf *Forex Dealer* (2003), Staf Tim *Risk Management* (2003), Staf *Fixed Income Dealer* (2004), Wakil Kepala Divisi Pengembangan Produk dan Servis (2009), Wakil Kepala Divisi Kredit II (2010), Kepala Divisi Sekretaris Perusahaan (2012), Kepala Divisi *Financial Institution and Capital Market* (2014), dan Kepala Divisi *International Banking and Market* (2016).

Indonesian citizen, 46 years old, domiciled in Jakarta. He has been the Deputy Director of Treasury and FI since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1890/VI/18 dated 1 July 2018. He earned his Bachelor of Commerce from Curtin University of Technology in 2001, and Master of Science (Honors) from Universitas Pertahanan Indonesia in 2012. Previously, he started his career at the Bank as a participant of the Management Development Program (2002), Forex Dealer Staff (2003), Risk Management Team Staff (2003), Fixed Income Dealer Staff (2004), Deputy Head of Product & Services Development (2009), Deputy Head of Credit II (2010), Head of Corporate Secretary Division (2012), Head of Financial Institution & Capital Market Division (2014), and Head of International Banking & Market Division (2016).

Marlene Gunawan

Deputi Direktur Bisnis 3/Deputy Director of Business 3

Warga Negara Indonesia, 34 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Bisnis 3 sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2401/XII/18 tanggal 1 Januari 2018. Beliau meraih gelar Sarjana Ekonomi Akuntansi dari Universitas Tarumanagara pada tahun 2008 dan Magister Manajemen Universitas Tarumanagara pada tahun 2010. Sebelumnya, beliau menjabat sebagai *Executive Officer* Kredit Korporasi Bank (2017).

Indonesian citizen, 34 years old, domiciled in Jakarta. She has hold the position of Deputy Director of Business 3 since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2401/XII/18 dated 1 January 2018. She graduated with a Bachelor's degree in Economics majoring in Accounting from Tarumanagara University in 2008 and Master's degree in Management from Tarumanegara University in 2010. Previously, she worked as Executive Officer of Corporate Credit of the Bank (2017).

Andreas Eka Pramana

Deputi Direktur Pengembangan Produk/Deputy Director of Product Development

Warga Negara Indonesia, 47 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Direktorat Pengembangan Produk dan Markom sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1897/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Master Keuangan dari Perbanas Institute. Sebelumnya berkarier di Bank sebagai Kepala Bagian Pengembangan Produk (2013), Kepala Bagian Proses Bisnis (2014), dan *Executive Officer* Pengembangan Produk *e-Banking* (2017).

Indonesian citizen, 47 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Product Development and Marketing Communication since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1897/VI/18 dated 1 July 2018. He graduated with a Master's degree in Finance from Perbanas Institute. Previously he worked at the Bank as Head of Product Development Department (2013), Head of Business Process Department (2014), and Executive Officer of e-Banking Product Development (2017).

Ken Martin Fujikawa

Deputi Direktur Perbankan Digital dan Teknologi Informasi
Deputy Director of Digital Banking and Information Technology

Warga Negara Indonesia, 40 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Perbankan Digital dan Teknologi Informasi sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1900/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana dari San Diego State University pada tahun 2001 dan Master Manajemen dari Middlesex University pada tahun 2004. Sebelumnya, berkarier sebagai Staf PT Smart Tbk (2004-2008), *Application Development Specialist* PT Smart Tbk (2004-2008), *Local Product Export PT Metrodata Electronics* (2004), dan Local *Product Export* PT SAP Indonesia (2004).

Indonesian citizen, 40 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Digital Banking and Information Technology since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1900/VI/18 dated 1 July 2018. He earned his Bachelor's degree from San Diego State University in 2001, and Master's degree in Management from Middlesex University in 2004. Previously, he worked as a Staff of PT Smart Tbk (2004–2008), Application Development Specialist of PT Smart Tbk (2004–2008), Local Product Expert of PT Metrodata Electronics (2004), and Local Product Expert of PT SAP Indonesia (2004).

Bob Kurniawan Sinurat

Deputi Direktur Remedial/Deputy Director of Remedial

Warga Negara Indonesia, 50 tahun, berdomisili di Depok. Beliau menjabat sebagai Deputi Direktur Remedial sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1910/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Insinyur Teknik dan Manajemen Industri dari Universitas Sumatera Utara pada tahun 1993. Memulai karier di Bank sebagai peserta *Management Development Program* (1994), *Account Officer* Cabang (1994-1998), *Corporate Banking* (1998-2005), *Team Leader Corporate Banking* (2005-2007), Kepala Bagian Kredit (2007-2014), Pimpinan Wilayah IX (2014-2017), dan Staf Khusus Biro Direksi Direktorat Bisnis 1 (2017-2018).

Indonesian citizen, 50 years old, domiciled in Depok. He has hold the position of Deputy Director of Remedial since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1910/VI/18 dated 1 July 2018. He earned his Bachelor's degree in Industrial Engineering and Management from the University of North Sumatra in 1993. He began his career at the Bank as a participant of the Management Development Program (1994), then as Branch Account Officer (1994–1998), Corporate Banking (1998–2005), Corporate Banking Team Leader (2005–2007), Head of Credit Department (2007–2014), Head of Regional Area IX (2014–2017), and Special Staff of the Directors' Bureau in Business Directorate 1 (2017–2018).

Adhyaksa Sitepu

Deputi Direktur Kepatuhan/Deputy Director of Compliance

Warga negara Indonesia, 50 tahun, berdomisili di Jakarta. Menjabat sebagai Deputi Direktur Kepatuhan sejak Juli 2019 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1918/VI/18 tanggal 13 September 2019. Beliau meraih gelar Sarjana Ekonomi jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Bandung pada tahun 1993, *Master Business Administration* dari Newport University USA pada tahun 1997, dan *Doctor of Philosophy* bidang Manajemen dari American World University pada tahun 1998. Sebelumnya berkarier sebagai Deputi Kepala Audit Internal PT Jakarta International Hotels & Development Tbk.

Indonesian citizen, 50 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Compliance since July 2019 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1918/VI/18 dated 13 September 2019. He graduated with a Bachelor's degree in Economics majoring in Accounting from Sekolah Tinggi Ilmu Ekonomi Bandung in 1993, Master's degree in Business Administration from Newport University, USA, in 1997, and Doctor of Philosophy in Management from American World University in 1998. He previously worked as Internal Audit Deputy Head at PT Jakarta International Hotels & Development Tbk.

Diana Trisnawaty

Deputi Direktur SKMR Kredit/Deputy Director of Credit SKMR

Warga Negara Indonesia, 45 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur SKMR Kredit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1924/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana Ekonomi Akuntansi dari Universitas Trisakti pada tahun 1996. Beliau mengawali karier sebagai Auditor Kantor Akuntan Publik Prasetyo Utomo & Co (1996- 1997), Manajemen Pengembangan Program Bank Rakyat Indonesia (1997-2001), Staf Kepatuhan Bank Inter-Pacific (2001-2005), Staf Risiko Pasar, Risiko Likuiditas, dan Staf Risiko Kredit Bank Artha Graha (2005-2013), dan *Executive Officer* Risiko Kredit di Bank Artha Graha Internasional (2013-2018).

Indonesian citizen, 45 years old, domiciled in Jakarta. She has hold the position of Deputy Director of Credit SKMR since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1924/VI/18 dated 1 July 2018. She earned her Bachelor's degree of Economic-Accounting from Trisakti University in 1996. She began her career as Auditor at Prasetyo Utomo & Co Public Accountant Firm (1996–1997), Program Development Management at Bank Rakyat Indonesia (1997–2001), Compliance Staff of Bank Inter-Pacific (2001–2005), Market, Liquidity, and Credit Risk Staff of Bank Artha Graha (2005–2013), and Executive Officer of Credit Risk of Bank Artha Graha Internasional (2013–2018).

Joni Budiono

Deputi Direktur Admin Sekretaris Perusahaan/Deputy Director of Corporate Secretary Administration

Warga Negara Indonesia, 54 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Admin Sekretaris Perusahaan sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1917/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana Manajemen dari Universitas Atmajaya pada tahun 1992. Sebelumnya, berkarier di Bank sebagai Staf Operasional (1993), Staf Sisdur Operasional I (2001), Staf Manajemen Risiko dan Likuiditas (2003), Kepala Bagian Kepatuhan (2006), dan Kepala Divisi Kepatuhan (2011-2019).

Indonesian citizen, 54 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Corporate Secretary Administration since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1917/VI/18 dated 1 July 2018. He earned his Bachelor's degree in Management from Atmajaya University in 1992. Previously, he worked at the Bank as Operational Staff (1993), Systems and Procedures Operational I Staff (2001), Risk Management and Liquidity Staff (2003), and Head of Compliance Department (2011-2019).

Wahyu Nurzaman

Deputi Direktur SKMR Non Kredit/Deputy Director of Non-Credit SKMR

Warga Negara Indonesia, 50 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur SKMR Non Kredit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1921/VI/18 tanggal 1 Januari 2018. Beliau meraih gelar Sarjana Ekonomi Akuntansi dari Universitas Trisakti pada tahun 1993. Beliau mengawali karier sebagai Dosen Tidak Tetap (Luar Biasa) Fakultas Ekonomi Akuntansi Universitas Trisakti (1993-1994), Staf Kontrol dan *Senior Officer* Inspektorat Audit Bank Tiara Asia (1994-2000), *Senior Assisstant Manager Proofing* & Rekonsiliasi Bank Danamon Indonesia (2000-2000). Selanjutnya, beliau berkarier di Bank sebagai Korwil Kontrol KPNO (2000-2001), *Compliance Officer* (2001-2003), *Risk Management Officer* (2003-2009), Kepala Bagian Manajemen Risiko (2009-2013), dan *Executive Officer* Manajemen Risiko Nonkredit (2013-2017).

Indonesian citizen, 50 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Non-Credit SKMR since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1921/VI/18 dated 1 January 2018. He earned his Bachelor's degree of Economic-Accounting from Trisakti University in 1993. He began his career as a Non-Permanent Lecturer at the Faculty of Economics, Accounting, at the University of Trisakti (1993–1994), Control Staff and Senior Officer of Audit Inspection of Bank Tiara Asia (1994–2000), Senior Assistant Manager of Proofing & Reconciliation of Bank Danamon Indonesia (2000–2000). Subsequently, he worked at the Bank as KPNO Control Regional Coordinator (2000–2001), Compliance Officer (2001–2003), Risk Management Officer (2003–2009), Head of Risk Management Department (2009–2013), and Executive Officer of Non-Credit Risk Management (2013–2017).

Afiar Anwar

Deputi Direktur Operasi/Deputy Director of Operations

Warga Negara Indonesia, 53 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Operasi sejak tahun 2017 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/981/VII/17 tanggal 20 Juli 2017. Beliau meraih gelar Sarjana Pertanian dari Institut Pertanian Bogor pada tahun 1990. Sebelumnya, berkarier di Bank sebagai Kepala Bagian *User Representative* (2002-2006), Kepala Bagian Manajemen Risiko (2006-2008), Sekretaris Perusahaan (2008-2010), Kepala Divisi Operasi (2010-2012), Kepala Divisi Pusdiklat (2012-2013), Kepala *Divisi Branch Banking* (2013-2014), dan Kepala Divisi Kontrol (2014).

Indonesian citizen, 53 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Operations since 2017 based on the Board of Directors' Decision Letter No. SK-MT/SDM/981/VII/17 dated 20 July 2017. He earned his Bachelor's degree in Agriculture from Bogor Agricultural Institute in 1990. Previously, he worked at the Bank as Head of User Representative Department (2002–2006), Head of Risk Management Department (2006–2008), Corporate Secretary (2008–2010), Head of Operations Division (2010–2012), Head of Education and Training Center Division (2012–2013), Head of Branch Banking Division (2013–2014), and Head of Control Division (2014).

Adji Akroma

Deputi Direktur Admin Kredit/Deputy Director of Credit Administration

Warga Negara Indonesia, 53 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Administrasi Kredit sejak 2017 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/971/VII/17 tanggal 20 Juli 2017. Beliau meraih gelar Sarjana Manajemen dari IKOPIN Bandung pada tahun 1990. Sebelumnya, beliau berkarier di Bank sebagai Pejabat Bidang Operasional KPO Sudirman (2007-2009), Kepala Bagian Kontrol (2009-2010), Kepala Bagian *Financial Control* (2010-2012), Kepala Divisi Operasi (2012-2013), Kepala Divisi *Financial Control* (2013-2014) dan Staf Senior Direksi (2014), dan Kepala Divisi Umum dan Premises (2014-2016).

Indonesian citizen, 53 years old, domiciled in Jakarta. He has hold the position of Deputy Director of Credit Administration since 2017 based on the Board of Directors' Decision Letter No. SK-MT/SDM/971/VII/17 dated 20 July 2017. He earned his Bachelor's degree in Management from IKOPIN Bandung in 1990. Previously, he worked at the Bank as Operations Officer at KPO Sudirman (2007–2009), Head of Control Department (2009–2010), Head of Financial Control Department (2010–2012), Head of Operations Division (2012–2013), Head of Financial Control Division (2013–2014) and Senior Staff of the Board of Directors (2014), and Head of General Affairs and Premises (2014–2016).

Rocky S Laurens

Deputi Direktur *Budgeting* & Sisdur/Deputy Director of Budgeting & System Procedure

Warga Negara Indonesia, 43 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Sisdur dan Perwakilan Pengguna sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1936/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana Akuntansi dari Universitas Advent Indonesia. Sebelumnya, beliau berkarier sebagai Kepala Bagian Kontrol Keuangan (2014-2016), serta Deputi Direktur Fincon, Akuntansi, *Budgeting*, dan Sisdur (2017-2018).

Indonesian citizen, 43 years old, domiciled in Jakarta. He has hold the position of Deputy Director of System Procedure and User Representative since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1936/VI/18 dated 1 July 2018. He earned his Bachelor's degree in Accounting from Universitas Advent Indonesia. Previously, he worked as Head of Financial Control Department (2014–2016), and as Deputy Director of Fincon, Accounting, Budgeting, and Systems and Procedures (2017–2018).

Marthias

Deputi Direktur Hubungan Internasional/Deputy Director of International Relations

Warga Negara Indonesia, 32 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Hubungan Internasional sejak tahun 2019. Beliau meraih gelar Sarjana Komputer dari Universitas Bina Nusantara Jakarta pada tahun 2010. Memulai kariernya dalam dunia perbankan sebagai peserta MDP VI (2010), *Account Officer* Cabang Cikarang, Karawang (2011-2014), *Team Leader* Cabang Karawang (2014-2017), *Executive Officer* Cabang Cikarang, Borobudur (2017-2019).

Indonesian citizen, 32 years old, domiciled in Jakarta. He has hold the position of Deputy Director of International Relations since 2019. He earned his Bachelor's degree in Computer from Bina Nusantara University in 2010. Started his career in the banking world as MDP VI participant (2010), Account Officer of Cikarang Branch, Karawang (2011-2014), Team Leader of Karawang Branch (2014-2017), Executive Officer of Cikarang Branch, Borobudur (2017-2019).

Widosari Kusuma

Deputi Direktur Kontrol Keuangan/Deputy Director of Financial Control

Warga Negara Indonesia, 51 tahun, berdomisili di Jakarta. Beliau menjabat sebagai Deputi Direktur Kontrol Keuangan sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2000/VI/18 tanggal 1 Juli 2018. Beliau meraih gelar Sarjana Manajemen dari Universitas Trisakti pada tahun 1995. Sebelumnya, beliau berkarier di Bank sebagai Pimpinan Cabang Mangga Dua Square (2006-2010), Pimpinan Cabang Jakarta Mangga Dua Plaza (2010-2014), Koordinator Wilayah Bank (2014-2016), dan Deputi Direktur SAM, Remedial dan Restrukturisasi (2016-2018).

Indonesian citizen, 51 years old, domiciled in Jakarta. She has hold the position of Deputy Director of Financial Control since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2000/VI/18 dated 1 July 2018. She earned his Bachelor's degree in Management from Trisakti University in 1995. Previously, she worked at the Bank as Branch Manager of Mangga Dua Square Branch (2006–2010), Branch Manager of Jakarta Mangga Dua Plaza Branch (2010–2014), Regional Coordinator of the Bank (2014–2016), and Deputy Director of SAM, Remedial and Restructuring (2016–2018).

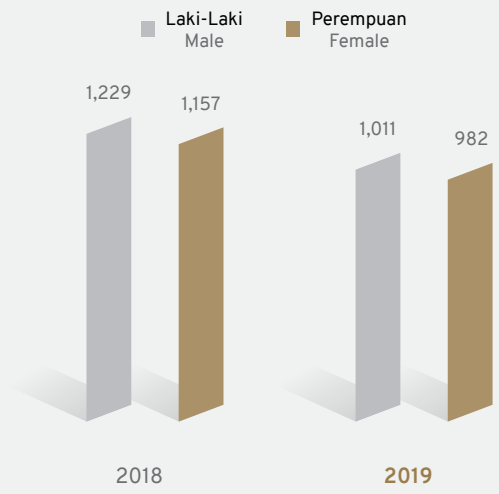


Profil Karyawan
Employee Profile

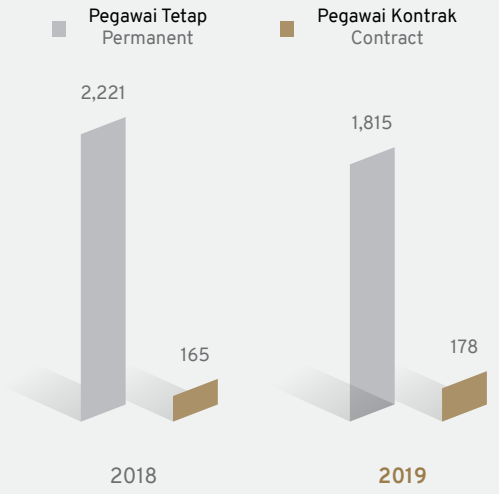
Jumlah karyawan Bank Artha Graha Internasional pada tahun 2019 mencapai 1.993 orang, turun dibandingkan dengan tahun sebelumnya yang mencapai 2.386 orang. Hal ini disebabkan terdapat beberapa karyawan yang mengundurkan diri, meninggal, dan memasuki masa purna tugas.

The number of employees of Bank Artha Graha Internasional in 2019 reached 1,993 people, a decrease compared to that of previous year which reached 2,386 people. This was due to there were some employees who resigned, passed away, and entered the retirement period.

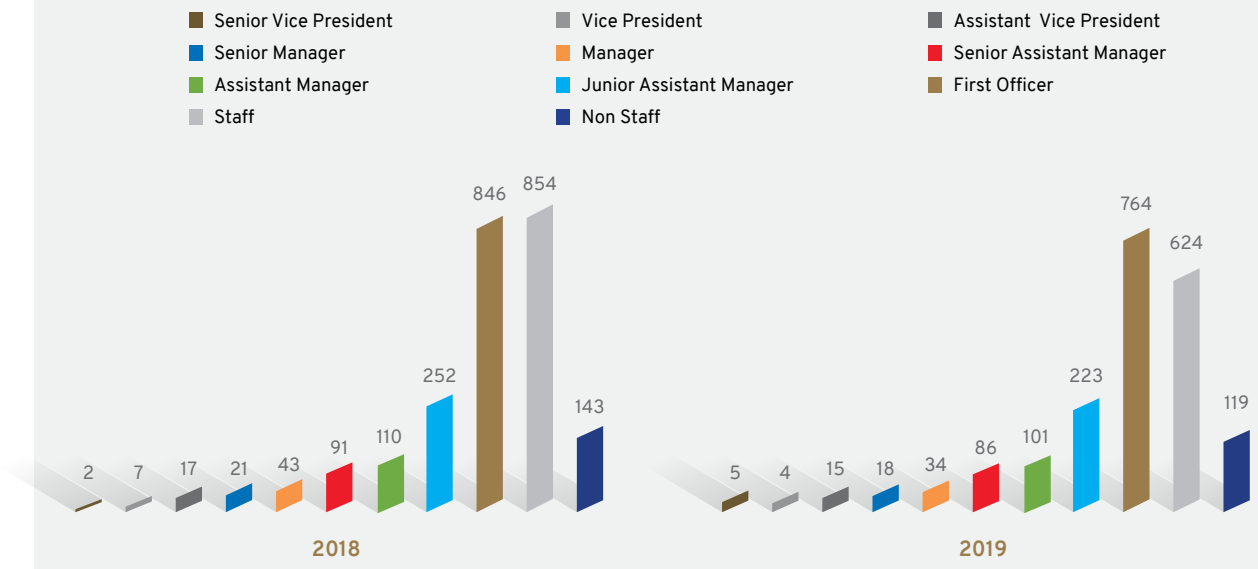
Komposisi Karyawan Berdasarkan Jenis Kelamin
Employee Composition by Gender



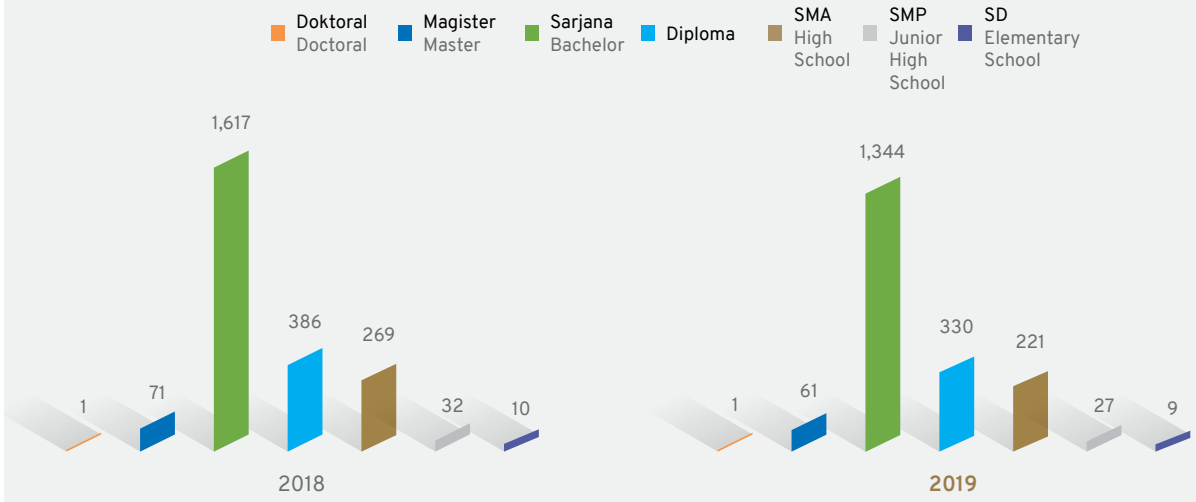
Komposisi Karyawan Berdasarkan Status
Employee Composition by Status



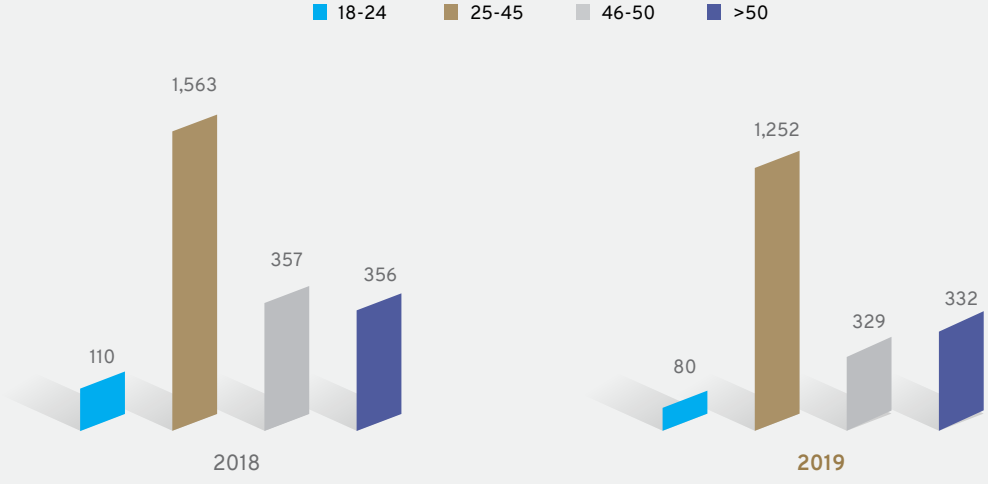
Komposisi Karyawan Berdasarkan Level Organisasi
Employee Composition by Organizational Level



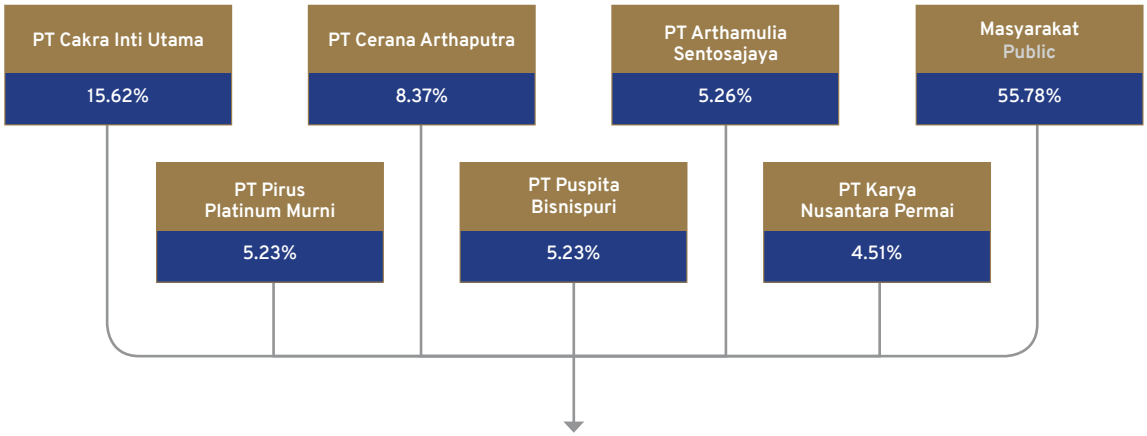
Komposisi Karyawan Berdasarkan Jenjang Pendidikan
Employee Composition by Education



Komposisi Karyawan Berdasarkan Usia
Employee Composition by Age



Struktur Pemegang Saham
Shareholders Structure



BANK ARTHA GRAHA INTERNASIONAL

Komposisi Pemegang Saham
Shareholders Composition

Pemegang Saham Shareholder	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Jumlah Modal Disetor Total Paid-In Capital (Rp)	Kepemilikan Ownership (%)
Mencapai 5% atau Lebih/5% or More			
PT Cakra Inti Utama	2,467,990,263	273,650,760,361	15.62
PT Cerana Arthaputra	1,322,157,253	146,600,796,213	8.37
PT Arthamulia Sentosajaya	830,745,581	92,113,070,021	5.26
PT Pirus Platinum Murni	825,529,475	91,534,708,188	5.23
PT Puspita Bisnispuri	825,529,472	91,534,707,855	5.23
Di Bawah 5%/Below 5%			
PT Karya Nusantara Permai	712,647,774	79,018,385,181	4.51
Masyarakat/Public	8,811,595,379	977,029,695,624	55.78
Jumlah Modal Ditempatkan dan Disetor Penuh Total Shares Issued and Fully Paid	15,796,195,197	1,751,482,123,443	100.00

Komposisi Pemegang Saham Berdasarkan Status Kepemilikan
Shareholders Composition by Ownership Status

Status Kepemilikan Ownership Status	Jumlah Investor Total Investors	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Kepemilikan Saham Ownership (%)
Pemodal Nasional/National Investors			
Perorangan Indonesia/Indonesian Individual	4,571	963,834,427	6.102
Perseroan Terbatas/Limited Liability Company	100	12,507,743,991	79.182
Danareksa	1	14	0.000
Asuransi/Insurance	7	5,332,241	0.034
Yayasan/Foundation	9	3,335,335	0.021
Koperasi/Cooperatives	1	1,000,000	0.006
Lain-Lain/Others	1	334	0.000
Pemodal Asing/Foreign Investors			
Perorangan Asing/Foreign Individual	40	1,705,838	0.011
Badan Usaha Asing/Foreign Business Entity	38	2,313,243,017	14.644
Lain-Lain/Others	0	0	0.000
Total	4,768	15,796,195,197	100.000

Komposisi 20 Pemegang Saham Terbesar
Composition of Top 20 Shareholders

Pemegang Saham Shareholder	Alamat Address	Status Pemegang Saham Shareholders Status	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Kepemilikan Ownership (%)
Mencapai 5% atau Lebih/ 5% or More				
PT Cakra Inti Utama	Mangga Dua Raya Gedung Harco Mangga Dua Lt. 4 Sawah Besar, Jakarta	Institusi Lokal Local Institution	2,467,990,263	15.62
PT Cerana Arthaputra	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	1,322,157,253	8.37
PT Arthamulia Sentosajaya	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	830,745,581	5.26
PT Pirus Platinum Murni	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	825,529,475	5.23
PT Puspita Bisnispuri	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	825,529,472	5.23
Kepemilikan di Bawah 5%/ Ownership Below 5%				
PT Gemilang Inti Persada	Pasir Putih Raya No. 28 Ancol, Pademangan, Jakarta	Institusi Lokal Local Institution	784,804,563	4.97
PT Karya Nusantara Permai	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	712,647,774	4.51
PT Artha Graha Network	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	575,747,720	3.64
PT Artha Graha Network	Gedung Artha Graha Lt. 28 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Institusi Lokal Local Institution	558,869,310	3.54

Pemegang Saham Shareholder	Alamat Address	Status Pemegang Saham Shareholders Status	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Kepemilikan Ownership (%)
PT Arya Kencana Utama	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	537,801,500	3.40
Sugianto Kusuma	Pluit Permai Raya No. 20 RT 001 RW 004 Pluit Penjaringan	Institusi Lokal Local Institution	450,450,450	2.85
PT Lintas Perdana Karya	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	423,000,000	2.68
PT Layar Unggul Utama	Gedung The Capital Residence Executive Office Lt.7 SCBD Lot. 24	Institusi Lokal Local Institution	423,000,000	2.68
PT Raya Perdana Utama	Gedung The Capital Residence Executive Office Lt.7 SCBD Lot. 24	Institusi Lokal Local Institution	422,000,000	2.67
PT Persada Indah Raya	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	402,364,605	2.55
PT Nuansa Indah Raya	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	402,364,605	2.55
PT Indah Raya Sejahtera	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	402,364,605	2.55
PT Sejati Indah Raya	Gedung The Capital Residence Executive Office Lt. 7 SCBD Lot. 24	Institusi Lokal Local Institution	402,364,604	2.55
Raffles Place Hotel Limited	35 Telok Blangah Rise#04-285 Singapore, 090035	Institusi Asing Foreign Institution	364,864,293	2.31
UOB Kay Hian Pte Ltd	UOB Kay Hian Private Limited 8 Anthony Road#01-01, Singapore	Institusi Asing Foreign Institution	333,203,299	2.11

Komposisi Saham Dewan Komisaris dan Direksi
Share Composition of Board of Commissioners and Board of Directors

Pemegang Saham Shareholders	Jabatan Position	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Kepemilikan Ownership (%)
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	450,450,450	2.85
Christina Harapan	Wakil Direktur Utama Vice President Director	845,500	0.01



Kronologi Pencatatan Saham
Chronology of Share Listing

Pada tanggal 10 Juli 1990, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) berdasarkan Surat No. SI-124/SHM/MK.10/1990 untuk melakukan penawaran umum perdana saham kepada masyarakat sejumlah 5.000.000 saham dengan nilai nominal Rp1.000,- per saham yang merupakan 20% dari modal yang ditempatkan. Pada tanggal 23 Agustus 1990, saham tersebut dicatatkan pada Bursa Efek Jakarta dan Bursa Efek Surabaya. Namun, pada tanggal 19 April 1999, pencatatan saham Bank di Bursa Efek Surabaya dibatalkan sesuai permohonan Bank.

Selanjutnya, Bank melakukan penambahan jumlah saham-saham terdaftar melalui pencatatan saham pendiri, saham bonus, penawaran umum terbatas (PUT) I, II, dan III serta penggabungan usaha (*merger*).

Pada tanggal 24 September 1999, Bank memperoleh pernyataan efektif dari Ketua Bapepam berdasarkan Surat No. S-1761/PM/1999 untuk melakukan PUT I kepada para Pemegang Saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 9.625.000.000 saham seri B dengan nilai nominal Rp15,- per saham dan harga penawaran Rp100,- per saham. Pada tanggal 27 September 1999, saham tersebut telah dicatatkan pada Bursa Efek Jakarta. Pada tanggal 17 April 2007, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) berdasarkan Surat No. S-1746/ BL/2007 untuk melakukan PUT II kepada para Pemegang Saham dalam rangka penerbitan HMETD sejumlah 840.007.286 saham dengan nilai nominal Rp110,88,- per saham dan harga penawaran Rp115,- per saham.

Pada tanggal 2 Mei 2007, saham tersebut telah dicatatkan pada Bursa Efek Indonesia. Pada tanggal 1 Desember 2008, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-8684/BL/2008 untuk melakukan PUT III kepada para Pemegang Saham dalam rangka penerbitan HMETD sejumlah 2.695.025.224 saham dengan nilai nominal Rp110,88,- per saham dan harga penawaran Rp111,- per saham. Pada tanggal 7 Januari 2009, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 5 Desember 2012, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-13878/BL/2012 untuk melakukan PUT IV kepada para Pemegang Saham dalam rangka penerbitan HMETD sejumlah 4.513.198.014 saham dengan nilai nominal sebesar Rp110,88,- per saham dan harga penawaran sebesar Rp111,- per saham. Pada tanggal 21 Desember 2012, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 23 November 2016, Bank memperoleh pernyataan efektif dari Kepala Eksekutif Pengawas Pasar Modal Otoritas Jasa Keuangan berdasarkan Surat No. S-682/D.04/2016 untuk melakukan PUT V kepada para Pemegang Saham dalam rangka

On 10 July 1990, the Bank obtained effective statement from the Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) through Letter No. SI-124/SHM/MK.10/1990 to launch an initial public offering of 5,000,000 shares with a nominal value of Rp1,000 per share which was 20% of the issued capital. On 23 August 1990, the shares were listed on the Jakarta Stock Exchange and Surabaya Stock Exchange. However, on 19 April 1999, the Bank's shares on the Surabaya Stock Exchange were delisted at the Bank's request.

Furthermore, the Bank increased the number of its listed shares through the listing of founders' shares, issuance of bonus shares, rights issues (PUT) I, II and III, as well as a merger.

On 24 September 1999, the Bank obtained effective statement from the Chairman of Bapepam based on the Letter No. S-1761/PM/1999 to conduct Limited Public Offering (PUT) I to the Shareholders in the framework of issuance of Preemptive Rights (HMETD) of 9,625,000,000 Series B shares with nominal value of Rp15 per share and offering price of Rp100 per share. On 27 September 1999, these shares were listed on Jakarta Stock Exchange. On 17 April 2007, the Bank obtained effective statement from the Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) based on the Letter No. S-1746/BL/2007 to conduct Limited Public Offering (PUT) II to the Shareholders in the framework of issuance of Preemptive Rights (HMETD) of 840,007,286 shares with nominal value of Rp110.88 per share and offering price of Rp115 per share.

On 2 May 2007, these shares were listed on Indonesia Stock Exchange. On 1 December 2008, the Bank obtained effective statement from the Chairman of Bapepam-LK under the Letter No. S-8684/BL/2008 to conduct Limited Public Offering (PUT) III to the Shareholders in the framework of issuance of Preemptive Rights (HMETD) of 2,695,025,224 shares with nominal value of Rp110.88 per share and offering price of Rp111 per share. On 7 January 2009, these shares were listed on Indonesia Stock Exchange.

On 5 December 2012, the Bank obtained effective statement from the Chairman of Bapepam-LK based on the Letter No. S-13878/BL/2012 to conduct Limited Public Offering (PUT) IV in the framework of issuance of Preemptive Rights (HMETD) of 4,513,198,014 shares with nominal value of Rp110.88 per share and offering price was Rp111 per share. On 21 December 2012, these shares were listed on Indonesia Stock Exchange.

On 23 November 2016, the Bank obtained effective statement from the Executive Chair of Capital Market Supervisor of Financial Services Authority based on the Letter No. S-682/D.04/2016 to conduct Limited Public Offering (PUT) V

penerbitan HMETD sejumlah 2.707.918.808 saham dengan nilai nominal sebesar Rp110,88,- per saham dan harga penawaran sebesar Rp111,- per saham. Pada tanggal 2 Desember 2016, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Berikut ini kronologi pencatatan saham Bank Artha Graha Internasional:

in the framework of issuance of Preemptive Rights (HMETD) of 2,707,918,808 shares with nominal value of Rp110.88 per share and offering price was Rp111 per share. On 2 December 2016, these shares were listed on Indonesia Stock Exchange.

Below is the chronology of share listings of Bank Artha Graha Internasional:

Tanggal Date	Jenis Tindakan Korporasi Type of Corporate Actions	Nilai Nominal Nominal Value (Rp)	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Jumlah Saham Beredar (Lembar Saham) Total Outstanding Shares (Number of Shares)
23 Agustus 1990 23 August 1990	Pencatatan Perdana Initial Listing	1,000.00	5,000,000	5,000,000
9 Oktober 1990 9 October 1990	Pencatatan Parsial Partial Listing	1,000.00	1,500,000	6,500,000
4 Agustus 1993 4 August 1993	Pencatatan Parsial Partial Listing	1,000.00	3,042,800	9,542,800
19 November 1993 19 November 1993	Saham Bonus Bonus Shares	1,000.00	9,542,800	19,085,600
21 Juli 1997 21 July 1997	Pencatatan Parsial Partial Listing	1,000.00	15,914,400	35,000,000
5 Juli 1998 5 July 1998	Saham Bonus Bonus Shares	1,000.00	8,750,000	43,750,000
27 September 1999 27 September 1999	Penawaran Umum Terbatas I Limited Public Offering I	15.00	6,737,500,000	6,781,250,000
1 September 2000 1 September 2000	Partial Delisting (1.00%) Partial Delisting (1.00%)	15.00	(96,875,000)	6,684,375,000
5 Januari 2001 5 January 2001	Pencatatan Saham Pendiri Founder's Share Listing	15.00	2,906,250,000	9,590,625,000
13 Juli 2005 13 July 2005	*Merger* dengan PT Bank Artha Graha Merger with PT Bank Artha Graha	18.48	20,347,234,677	29,937,859,677
5 Januari 2001 5 January 2001	Pencatatan Saham Tambahan Additional Share Listing	18.48	2	29,937,859,679
10 Januari 2007 10 January 2007	Reverse Stock 6:1 Reverse Stock 6:1	110.88	(24,948,216,399)	4,989,643,280
2 Mei 2007 2 May 2007	Penawaran Umum Terbatas II Limited Public Offering II	110.88	840,007,286	5,829,650,566
29 Mei 2007 29 May 2007	Partial Delisting (1.00%) Partial Delisting (1.00%)	110.88	(8,400,073)	5,821,250,493
7 Januari 2009 7 January 2009	Penawaran Umum Terbatas III Limited Public Offering III	110.88	2,695,025,224	8,516,275,717
7 Januari 2009 7 January 2009	Partial Delisting (1.00%) Partial Delisting (1.00%)	110.88	(26,950,252)	8,489,325,464
21 Desember 2012 21 December 2012	Penawaran Umum Terbatas IV Limited Public Offering IV	110.88	4,513,198,014	13,002,523,478
21 Desember 2012 21 December 2012	Partial Delisting (1.00%) Partial Delisting (1.00%)	110.88	(45,131,981)	12,957,391,498
2 Desember 2016 2 December 2016	Penawaran Umum Terbatas V Limited Public Offering V	110.88	2,707,918,808	15,796,193,049
2 Desember 2016 2 December 2016	Partial Delisting (1.00%) Partial Delisting (1.00%)	110.88	(157,961,931)	15,638,231,118

Catatan/ Notes:

Seluruh pelaksanaan penawaran umum saham Bank Artha Graha Internasional dilaksanakan oleh Bursa Efek Indonesia.
The whole execution of Bank Artha Graha Internasional's share offerings is conducted by the Indonesia Stock Exchange.

Kronologi Pencatatan Efek Lainnya
Chronology of Other Securities Listings

Sampai dengan akhir tahun 2019, Bank Artha Graha Internasional tidak menerbitkan efek lainnya, baik dalam bentuk obligasi, obligasi konversi, maupun sukuk.

Until the end of 2019, Bank Artha Graha Internasional did not issue any other securities, either in the form of bond, convertible bond, or sukuk.

Struktur Grup
Group Structure

Sampai dengan akhir tahun 2019, Bank Artha Graha Internasional tidak memiliki grup usaha.

Until the end of 2019, Bank Artha Graha International did not have a business group.

Entitas Anak, Perusahaan Asosiasi, dan Perusahaan Ventura
Subsidiary, Associate, and Joint Venture Companies

Sampai dengan akhir tahun 2019, Bank Artha Graha Internasional tidak memiliki Entitas Anak, Entitas Asosiasi, maupun Perusahaan Ventura.

Until the end of 2019, Bank Artha Graha International did not have Subsidiary, Associate, and Joint Venture Companies.

Lembaga Profesi Penunjang Pasar Modal
Capital Market Supporting Institutions

Akuntan Publik
Public Accountant

Nama/Name	: Kantor Akuntan Publik Kanaka Puradiredja, Suhartono/Public Accountant Firm Kanaka Puradiredja, Suhartono
Jasa yang Diberikan Services Provided	: Audit Laporan Keuangan/Financial Statements Audit
Periode/Period	: 2019
Alamat Address	: Wisma Bumiputera Lt. 12 Jl. Jenderal Sudirman Kav. 75, Setiabudi Jakarta Pusat, 12910
Telepon Telephone	: 021) 522 4581
Faksimili Facsimile	: (021) 522 4582

Pencatatan Saham
Share Listing

Nama/Name	: Bursa Efek Indonesia/Indonesia Stock Exchange
Jasa yang Diberikan Services Provided	: Pencatatan saham di bursa/Share Listing in Stock Exchange
Periode/Period	: 2019
Alamat Address	: Gedung Bursa Efek Indonesia, Menara 1 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190
Telepon Telephone	: (021) 515 0515
Faksimili Facsimile	: (021) 515 0330
Website	: www.idx.co.id

Biro Administrasi Efek
Share Registrar Bureau

Nama/Name	: PT Raya Saham Registra
Jasa yang Diberikan Services Provided	: Pencatatan saham/Share Listing
Periode/Period	: 2019
Alamat Address	: Plaza Sentral Lt. 2 Jl. Jenderal Sudirman Kav. 47-48 Jakarta, 12930
Telepon Telephone	: (021) 252 5666
Faksimili Facsimile	: (021) 252 5028

Notaris
Notary

Nama/Name	: M Nova Faisal
Jasa yang Diberikan Services Provided	: Penyusunan akta-akta/Preparing Deeds
Periode/Period	: 2019
Alamat Address	: Jl. HR Rasuna Said Blok X-5 No. 13 Jakarta Selatan, 12950
Telepon Telephone	: (021) 2902 1312
Faksimili Facsimile	: (021) 2902 1312

Kantor Konsultan Hukum
Legal Consultant Office

Nama/Name	: Prisma & Co Law Firm
Jasa yang Diberikan Services Provided	: Konsultan Hukum/Legal Consultant
Periode/Period	: 2019
Alamat Address	: Cyber 2 Tower Lt. 22 Jl. HR Rasuna Said Blok X-5 No. 13 Jakarta Selatan, 12950
Telepon Telephone	: (021) 2902 1315 (H)
Faksimili Facsimile	: (021) 2902 1318



Alamat Kantor Cabang, Kantor Cabang Pembantu, dan Kantor Kas
Address of Branch Offices, Sub-Branch Offices, and Cash Offices

Kantor Cabang/Branch Offices

KC - KPO Sudirman + 2 ATM	KC – Matraman + ATM	KC – Melawai + ATM	KC – Bogor + ATM
Gedung Artha Graha Kawasan Niaga Terpadu Sudirman Jl. Jenderal Sudirman Kav. 52-53 Jakarta Selatan, 12190	Gedung Artha Graha Matraman Jl. Matraman Raya No. 38 Jakarta, 13150	Jl. Melawai Raya Blok B III No. 194 Jakarta Selatan, 12160	Jl. Raya Pajajaran No. 20 Bogor, 16144
KC - Artha Gading + ATM	**KC - Pangeran Jayakarta + ATM**	**KC – Suryopranoto + ATM**	**KC – Lampung + ATM**
Komplek Rukan Artha Gading Niaga Jl. Boulevard Artha Gading Blok A No. 1, 2, 3, 19, 20, 21 Jakarta Utara, 14240	Jl. Pangeran Jayakarta No. 115 Jakarta, 10730	Jl. Suryopranoto No. 1-9 Jakarta Pusat, 10160	Jl. Laksamana Malahayati E/161 Teluk Betung, Bandar Lampung, 35224
KC - Bandung Asia Afrika + ATM	**KC – Garut + ATM**	**KC - Cirebon Kartini + ATM**	**KC - Semarang Pandanaran + ATM**
Jl. Asia Afrika No. 123 A Bandung, 40112	Jl. Ciledug No. 129 Garut, 44114	Jl. Kartini No. 3 Cirebon, 45123	Jl. Pandanaran No. 103 Semarang, 50243
KC – Solo + ATM	**KC - Medan Pemuda + 2 ATM**	**KC – Batam + ATM**	**KC – Pekanbaru + ATM**
JL. Brigjen Slamet Riyadi No. 202 Timuran, Banjarsari, Solo Jawa Tengah, 57131	Jl. Pemuda No. 3 Medan, 20151	Jl. Raden Patah No. 70 Batam, 29444	Jl. Jendral Sudirman No. 68 AB Kel. Sago, Senapelan Pekanbaru, 28151
KC – Palembang + ATM	**KC – Jambi + ATM**	**KC - Pangkal Pinang + ATM**	**KC – Pontianak + ATM**
Komplek Ruko Taman Mandiri Blok A3 - A4 Jl. Kapten A Rivai Palembang, 30116	Jl. Hayam Wuruk No. 162 AB Talang Jauh, Jelutung Jambi, 36133	Komplek Bangka Square Jl. Soekarno Hatta (Raya KOBA) KM 5 No. 1 Dul, Pangkalan Baru Bangka Tengah, 33684	Jl. Sultan Abdurrahman No. C 5-6 Parit Tokaya, Pontianak Selatan, Kalimantan Barat, 78121
KC – Samarinda + ATM	**KC – Banjarmasin + ATM**	**KC – Balikpapan + ATM**	**KC - Surabaya Karet + ATM**
Ruko Permata Kaltim Jl. Pahlawan No. 20-22, Kalimantan Timur, 75123	Jl. Lambung Mangkurat No. 54 Kertak Baru Ilir, Banjar Barat, Banjarmasin, Kalimantan Selatan 70111	JL. Marsma Iswahyudi No. 28 F & G Sungai Nangka, Balikpapan Selatan, Kalimantan Timur 76114	Jl. Karet No. 64 Surabaya, 60161
KC – Diponegoro + ATM	**KC – Kupang + ATM**	**KC – Kendari + ATM**	**KC - Makassar Ahmad Yani + ATM**
Komplek Diponegoro Megah Jl. Diponegoro 100 Blok B 18-20 Denpasar, 80113	Jl. Moh Hatta No. 54 Fontein, Kupang, 85112	Jl. H Abdullah Silondae No. 139 Kendari, 93114	Jl. Jendral Ahmad Yani No. 35 ABCD Makassar, 90174
KC – Cikarang + ATM	**KC – Ternate + ATM**	**KC - Manado Sam Ratulangi + ATM**	**KC – Bitung + ATM**
Jl. Raya Industri Cikarang Cibarusah No. 78 Blok I/M & I/L Sukaresmi, Cikarang Selatan, Bekasi, 17530	Jl. Pahlawan Revolusi No. 50 Ternate, 97721	Jl. Sam Ratulangi No. 3 Manado, 95111	Jl. Ir Soekarno No. 78 Bitung Timur Bitung, 95522
KC - Diponegoro, Ambon + ATM			
Jl. Diponegoro SK III/33 Ambon, 97127			

Kantor Cabang Pembantu/Sub-branch Offices

KCP – Jatinegara + ATM	KCP – Kwitang + ATM	KCP - Roxy Mas + ATM	KCP - Kelapa Gading Boulevard + ATM
Jl. Jatinegara Barat No. 193 Jakarta Timur, 13310	Jl. Kwitang Raya No. 24-26 Jakarta Pusat, 10420	Pusat Niaga Roxy Mas Blok B-1 No. 14-15 Jl. KH Hasyim Ashari Jakarta Barat, 10150	Jl. Boulevard Raya FY III No. 1-2 Kelapa Gading, Jakarta Utara, 14240
KCP - Mangga Dua Harco + ATM	**KCP – Sunter + ATM**	**KCP - Bursa Efek Indonesia (BEI) + 2 ATM**	**KCP - Tanah Abang + ATM**
Komplek Mangga Dua Plaza Blok B No. 1 Jl. Mangga Dua Raya Jakarta Pusat, 10730	Jl. Agung Utara Raya Komplek BAP Blok A 36D No. 55 Sunter Agung Podomoro Jakarta Utara, 14350	Tower 1 Lt. Dasar Unit GF 13 Jl. Jenderal Sudirman Kav. 52-53 Jakarta, 12190	Komplek Ruko Tekstil Tanah Abang Bukit Blok D 36 No. 20 Jl. KH Fachrudin Tanah Abang Jakarta Pusat, 10250
KCP – Tangerang + ATM	**KCP - Hotel Borobudur + ATM**	**KCP – Bumi Serpong Damai (BSD) + ATM**	**KCP - Gading Serpong + ATM**
Jl. Daan Mogot No. 16 B Tangerang, 15111	Jl. Lapangan Banteng Selatan No. 1 Jakarta, 10710	Komplek Ruko Tol Boulevard Blok B No. 22 Jl. Pahlawan Seribu Tangerang, 15322	Ruko Alexandrite Blok ALX 3/11 Jl. Boulevard Summarecon Serpong, 15180
KCP – Bintaro + ATM	**KCP Menara Global + ATM,**	**KCP – Depok + ATM**	**KCP – Cinere + ATM**
Jl. Bintaro Utama III A Blok A No. 12 Bintaro Jaya Sektor III A Tangerang, 15225	Gedung Menara Global Jl. Jenderal Gatot Subroto Kav. 27 GF Suite B, Jakarta Selatan, 12950	Jl. Margonda Raya No. 379 Depok, 16423	Jl. Cinere Raya Blok M No. 82 Cinere Limo, Sawangan, Depok Jawa Barat, 16514
KCP – Cipanas + ATM	**KCP – Greenville + ATM**	**KCP Wiladatika + ATM**	**KCP – Kopi + ATM**
Jl. Raya Cipanas KM 81,2 Cipanas, Cianjur, Jawa Barat 43252	Jl. Mangga Raya Unit 21 A No. 7 Greenville Jakarta Barat, 11510	Commercial Building The Wiladatika Residence Lt. 1 Jl. Raya Lapangan Tembak Cibubur Jakarta Timur, 13730	Jl. Kopi No. 2 Jakarta Barat, 11230
KCP - Puri Indah + ATM	**KCP - Kebun Jeruk + ATM**	**KCP - Cempaka Putih + ATM**	**KCP - Mangga Besar + ATM**
Komplek Ruko Sentra Niaga Puri Indah Jl. Puri Indah Raya Blok T6 No. 25 Kembangan, Jakarta Barat, 11610	Komplek Pertokoan Jameson's Blok A2 No. 14 Jl. Raya Meruya Illir Jakarta Barat, 11650	Jl. Cempaka Putih Raya No. 104 D Jakarta Pusat, 10510	Jl. Mangga Besar Raya No. 104 Jakarta Barat, 10740
KCP - Taman Palem + ATM	**KCP - Mangga Dua Pasar Pagi + ATM**	**KCP - Sawah Besar + ATM**	**KCP - Pantai Indah Kapuk + ATM**
Komplek Perumahan Taman Palem Lestari Blok D1 No. 19 Cengkareng Barat, Cengkareng Jakarta Barat, 11730	Arteri Mangga Dua Blok D Lt. 3 No. 1 A Jakarta Utara, 10730	Jl. Sukarjo Wiryopranoto No. 9 Jakarta Barat, 10720	Galeri Niaga Mediterania Blok A No. 8D Pantai Indah Kapuk Jakarta Utara, 14470
KCP – Karawang + ATM	**KCP - Pluit Kencana + ATM**	**KCP – Cokroaminoto + ATM**	**KCP - Bandung BKR + ATM**
Jl. Ahmad Yani No. 88 Karawang Barat, Jawa Barat 41312	Jl. Pluit Kencana Raya No. 88 Jakarta Utara, 14450	Jl. HOS Cokroaminoto No. 40, Menteng Jakarta Pusat, 10350	Jl. BKR No. 52 A-B Bandung, 40254
KCP - Bandung Setiabudi + ATM	**KCP - Bandung Raya Sudirman + ATM**	**KCP - Cirebon Suryanegara + ATM**	**KCP - Semarang Gang Besen + ATM**
Jl. Setiabudhi No. 170 G Bandung, 40141	Jl. Jenderal Sudirman No. 57 Bandung, 40241	Jl. Pangeran Suryanegara No. 65-66, Cirebon, 45118	Jl. Gang Besen No. 30-32 Semarang, 50137
KCP - Semarang Pemuda + ATM	**KCP - Medan Cemara Asri + 2 ATM**	**KCP - Medan Sutomo + ATM**	**KCP - Medan Cirebon + ATM**
Jl. Kolonel Sugiyono Ruko Pemuda Kav. 29 C Semarang, 50173	Jl. Cemara Boulevard Blok H1 No. 111-111 A Komplek Cemara Asri Medan, 20371	Jl. Sutomo No. 27 KLM Medan, 20232	Jl. Cirebon No. 11 Pasar Baru, Medan, 20212
KCP - Batam Center + ATM	**KCP - Pekanbaru Riau + ATM**	**KCP Tual + ATM**	**KCP - Palembang Sayangan + ATM**
Komplek Mahkota Raya Blok E No. 5 Jl. Engku Putri, Teluk Tering Batam Kota, Batam, 29461	Jl. Riau No. 19 C Kel. Air Hitam, Kec. Payung Sekaki Pekanbaru, Riau, 28296	Jl. Jend Sudirman Langgur Maluku Tenggara, 97611	Jl. Sayangan No. 183/58 17 Ilir, Ilir Timur Palembang, 30125

KCP - Surabaya HR Muhammad + ATM	KCP - Surabaya Prapen + ATM	KCP Subang + ATM	KCP - Surabaya Ir Soekarno + ATM
Komp. Pertokoan Mayjen Sungkono I/B-6 (Pertokoan Surya Inti) Jl. HR. Muhammad Pradah Kalikendal, Dukuh Pakis Surabaya, Jawa Timur, 60225	Jl. Raya Prapen No. 61B Surabaya, 60299	Perumahan Subang Green City Jl. Raya Cinangsi Kec. Cibogo, Kab. Subang Jawa Barat, 41285	Jl. H. Ir. Soekarno Medokan Semampir, Sukolilo Surabaya, 60117

KCP - Bali Kuta + ATM	KCP - Surabaya Pasar Atom + ATM	KCP - Makassar Veteran + ATM	KCP - Manado Calaca + ATM
Komplek Pertokoan Discovery Shopping Mall Blok A1, A2, A3 Jl. Kartika Plaza Kuta Bali, 80361	Komplek Pertokoan Pasar Atom Tahap IV Blok G 10 Jl. Bunguran No. 45 Surabaya, 60161	Komplek Pertokoan Latimojang Square Jl. Veteran Utara No. F7 Makassar, 90145	Jl. Nusantara No. 15 Manado, 95121

KCP - Mardika, Ambon + ATM	KCP – Ujung Menteng + ATM
Komplek Pertokoan Mardika Blok D/3 1 & 2 Jl. Pantai Mardika Ambon, 97123	Gedung Electronic City Jl Raya Bekasi KM. 29 RT 006 RW 002 Ujung Menteng, Cakung Jakarta Timur, 13960

Kantor Kas
Cash Offices

KK – Ciputat + ATM	KK - City Home + ATM	KK - Tzu Chi + ATM	KK - Daan Mogot + ATM
Jl. Dewi Sartika No. 25 G Ciputat, Tangerang, 15411	Apartement Gading River View City Home Lt. Dasar No. GF 07A Lobby Utama Jl. Boulevard Raya Kelapa Gading Jakarta Utara, 14240	Gedung Yayasan Budha Tzu Chi Indonesia Jl. Pantai Indah Kapuk, Boulevard Jakarta Utara, 14460	Jl. Tampak Siring Blok KJH No. 5 Kalideres Daan Mogot Jakarta Barat, 11840

ATM *Off Premises*
ATM Off Premises

Pujasera Hotel Hollywood Pekanbaru	Marina Swalayan	ATM Pasar Butung	Discovery Kartika Plaza Hotel (DKHP) Kuta Bali (2 ATM)	ATM Center Pepito
Jl. Kuantan Raya No. 120 Pekanbaru, 28143	Jl. Bunggasi No. 9 Andounoho, Kendari	Jl. Butung Kota Makassar	Lobby Discovery Kartika Plaza Hotel Kuta **Jl. Kartika Plaza Kuta, Bali**	Jl. Raya Kediri, Tuban, Bali

LV 8 Resort Hotel	Brastagi Supermarket	Brastagi Tiara Convention	Harbour Bay Batam	Mall Center Point
Jl. Pantai Berawa No. 100 XX Canggu Tibubeneng Kuta Utara, Kab. Badung, Denpasar, Bali	Jl. Gatot Subroto No. 288 Medan, 20118	Jl. Cut Mutia No. 1 Madras Hulu Medan Polonia	Jl. Duyung, Batu Ampar Komp. Harbour Bay Mall A 5 Batam Kepulauan Riau	Jl. Timor Jawa No. 1 Medan, 20231

Capital Building	Mitra Aneka Rezeki 1 & 3	Mitra Aneka Rezeki 2	Mitra Aneka Rezeki 4	Mitra Aneka Rezeki Palembang
Jl. Putri Hijau No. 1A Medan, 20111	Perkebunan Jl. Lingkar Pendamar Sungai Deras, Kubu, Kubu Raya Pontianak, 78383	PT MAR Distrik Kebun Kampung Estate (KKBE) Jl. Lingkar Ambawang Ds. Sungai, Teluk Pakedai, Kubu Raya Pontianak, 78391	Pabrik Kelapa Sawit Dusun Parit Sembilan Natai Raja Pontianak, 78384	Jl. Palembang Jambi KM 53 Palembang, 30958

Hollywood Square	Java Supermall	Electronic City Bintaro	Angel Product	Discovery Shopping Mall - Kuta
Jl. Saranani, Korumba, Mandonga Kota Kendari, Sulawesi Tenggara, 93111	Jl. MT Haryono No. 992 - 994, Semarang Selatan	Komersial Bisnis Distric Blok B 7/D 01 Jl. Boulevard Bintaro Jaya Tangerang Selatan	Jl. Raya Bojonegoro KM 7 Bojonegoro Serang Banten, 42454	Discovery Shopping Mall Kuta Lt. 3 Jl. Kartika Plaza, Kuta Badung Bali, 80361

Grand Depok City	Taman Buah Mekarsari Cileungsi	PT Karawang Prima Sejahtera Steel Karawang	Perumahan Galuh Mas Karawang	Sinar Bangunan Building Center
ATM Center Depok Fantasi Water Park Perumahan Grand Depok City Jl.Boulevard Raya, Grand Depok City Depok	Booth ATM Information Hall Jl. Raya Cileungsi - Jonggol KM 3 Cileungsi, Bogor	Jl. Raya Badami Kampung Kereteg RT 01 RW 01 Taman Mekar, Pangkalan, Karawang	Jl. Galuh Mas Raya Karawang Barat, 41361	Jl. Bundaran PU, Tuak Daun Merah (TDM) Oe Bufu Kupang

PT CCH Indonesia (2 ATM)	UBP Karawang	Pesantren Buntet	Electronic City	Metro Indah Mall Bandung
Desa Girih Asih No. 16 Bandung	Jl. HS Ronggowaluyo Telukjambe Timur, Karawang	Buntet Mart Jl. Komplek AKPER Pondok Buntet Pesantren, Mertapada Kulon, Astanajapura, Cirebon Cirebon, 45181	Galery ATM Gedung Electronic City Kawasan Niaga Terpadu Sudirman Jl. Jendral Sudirman Kav. 52-53	ATM Center MIM GF No. 2 Kawasan Niaga MTC Jl. Soekarno Hatta 590 Bandung, 40286

Lobby Hotel Borobudur	Pusat Grosir Cililitan	Gedung Artha Graha B1	Tower A Lot 18 SCBD	Industri Gula Nusantara
Jl. Lapangan Banteng Selatan No. 1 Jakarta Pusat, 10710	Lantai Lower Ground Jl. Mayjen Sutoyo No. 76 Jakarta Timur, 13640	SCBD Jl. Jend. Sudirman Kav. 52-53 Jakarta Selatan, 12190	Jl. Jenderal Sudirman Kav. 52-53 Lot. 18	Jl. Soekarno Hatta KM 6 Cepiring Kendal Cepiring Timur, Kendal Jawa Tengah, 51352

Mall Artha Gading	Discovery Hotel & Convention Center	Fresh Market - Bukit Golf Mediterania	Sport Club PIK FIT	RSK Bedah Cinta Kasih Tzu Chi PIK
Mall Artha Gading ATM Center Lantai Dasar Jl. Boulevard Artha Gading Jakarta Utara	Jl. Lodan Timur No. 7 Taman Impian Jaya Ancol	ATM Center - Fresh Market Jl. Pantai Indah Kapuk Boulevard Jakarta Utara	Jl. Raya Pantai Indah Kapuk Bukit Golf Mediterania Pantai Indah Kapuk, Jakarta Utara	Jl. Kamal Raya Outer Ring Road Rusun Bumi Citra Idaman Cengkareng Timur, Cengkareng, Jakarta Barat

Rumah Duka Sentosa Gatot Subroto	Telesindo Tower	The Mansion	Ancol Beach City Mall	Revenue Tower
Jl. Abdul Rachman Saleh No. 24 Jakarta Pusat	Telesindo Tower 9 Jl. Gajah Mada No. 27 A	Tower Jasmine, Capillano ATM Center Apartemen the Mansion at Dukuh Golf Kemayoran Komplek Kemayoran Blok D4-1/2 Pademangan Timur, Pademangan Jakarta Utara, 14410	Taman Impian Jaya Ancol Pantai Carnaval, Kota Tua, Ancol, Pademangan Jakarta Utara, 14430	District 8 SCBD (Lot 13) Jl. Jenderal Sudirman Kav. 52-53 Jakarta Selatan

Bellezza	New Ocarina Batam
ATM Center Lt. 2 Tower Bellezza Arcade Mall & Office Work Jl. Letjen Soepeno No. 34 Arteri Jakarta Selatan, 12210	Mega Wisata New Ocarina Jl. Pasir Putih Kawasan Mega Wisata New Ocarina Batam, 29444

Payment Point

PP - Yayasan Aloysius	PP - City House	PP- French Walk	PP - Mall Of Indonesia
Komplek Perumahan Batununggal Indah II No. 30 Jl. Soekarno Hatta Bandung, 40275	Apartement Gading Resort Residences Lt. Dasar Lobby Club House Jl. Boulevard Raya, Kelapa Gading Jakarta Utara	Tower Evian Garden French Walk Apartment Lt. 7 R 09 Jl. Boulevard Raya, Kelapa Gading Jakarta Utara	Mall of Indonesia Lt. Lower Ground Jl. Boulevard Raya, Kelapa Gading Jakarta Utara

PP - The Villas	PP - Kantor Pemasaran Bukit Golf Mediterania	PP – Sekolah Sang Timur
The Villas Kelapa Gading Square Lt. Dasar Club House Jl. Boulevard Raya, Kelapa Gading Jakarta Utara	Jl. Pantai Indah Barat No. 1 Pantai Indah Kapuk, Jakarta Utara 14470	Jl. Wanara Timur Raya No. 1 Semarang

Akses Informasi
Access to Information

Bank Artha Graha Internasional telah menyediakan akses informasi bagi Pemegang Saham, nasabah, dan masyarakat, serta seluruh pemangku kepentingan lainnya, sebagaimana telah diatur dalam peraturan perundang-undangan. Adapun akses informasi tersebut disajikan melalui:

Sekretaris Perusahaan
Indra S Budianto
Gedung Artha Graha Sudirman Lt. 5
Kawasan Niaga Terpadu Sudirman (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta Selatan, 12190
Telepon : (021) 515 2168
Faksimili : (021) 515 3892
Email : co_secretary@ag.co.id
Website : www.arthagraha.com

Selain itu, Bank Artha Graha Internasional telah memiliki kebijakan No. 002.01.0 tentang Keterbukaan Informasi. Bank telah menyediakan akses informasi mengenai kondisi dan kinerja Bank, baik kondisi keuangan maupun kondisi non-keuangan. Transparansi kondisi keuangan berupa penerbitan Laporan Tahunan, Laporan Keuangan Tahunan, Laporan Keuangan Publikasi Triwulan, Laporan Keuangan Triwulan, Laporan Keuangan Publikasi Bulanan dan laporan publikasi lainnya. Sedangkan, untuk transparansi non-keuangan berupa visi dan misi, sejarah, struktur organisasi, Dewan Komisaris, Direksi, CSSR, Tata Kelola Perusahaan, Anggaran Dasar, dan lain-lainnya.

Bank Artha Graha Internasional provides access to information for its Shareholders, customers and the public, as well as all other stakeholders, as regulated in the laws and regulations. Such access to information is presented through the following:

Corporate Secretary
Indra S Budianto
Gedung Artha Graha Sudirman Lt. 5
Kawasan Niaga Terpadu Sudirman (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta Selatan, 12190
Telephone : (021) 515 2168
Facsimile : (021) 515 3892
Email : co_secretary@ag.co.id
Website : www.arthagraha.com

Additionally, Bank Artha Graha Internasional already has policy No. 002.01.0 on Information Disclosure. The Bank provides access to information regarding its financial and non-financial condition as well as performance. Financial condition transparency is realized through the issuance of Annual Reports, Annual Financial Statements, Published Quarterly Financial Statements, Quarterly Financial Statements, Published Monthly Financial Statements, and other published reports and statements. Meanwhile, for non-financial transparency, the Bank releases information regarding the Bank's vision and mission, history, organizational structure, Board of Commissioners, Board of Directors, CSSR, Corporate Governance, Articles of Association, etc.



Informasi pada *Website* Perusahaan
Information on Company Website

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, Bank Artha Graha Internasional melaksanakan keterbukaan informasi dengan memuat informasi melalui *website* www.arthagraha.com. Berikut informasi yang terkandung dalam *website*:

Based on Financial Services Authority Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies, Bank Artha Graha Internasional has implemented transparency of information by including the information in the Company's website www.arthagraha.com. Below is the information included on the website:

Uraian	Link Terkait/ Related Link	Description
Beranda	http://www.arthagraha.com/	Home
Tentang BAGI		**About BAGI**
Visi Misi	http://www.arthagraha.com/visi-misi	Vision Mission
Sejarah	http://www.arthagraha.com/sejarah	History
Struktur Organisasi	http://www.arthagraha.com/struktur-organisasi	Organization Structure
Dewan Komisaris	http://www.arthagraha.com/dewan-komisaris	Board of Commissioners
Direksi	http://www.arthagraha.com/direksi	Board of Directors
CSSR	http://www.arthagraha.com/cssr	CSSR
Tata Kelola Perusahaan		Good Corporate Governance
Pedoman Kerja Dewan Komisaris dan Direksi	http://www.arthagraha.com/tata-kelola-perusahaan/pedoman-kerja-dewan-komisaris-dan-direksi	Board Manual of Board of Commissioners and Board of Directors
Pedoman Kerja Komite		Committee Charter
Komite yang Bertanggung Jawab kepada Dewan Komisaris	http://www.arthagraha.com/komite-yang-bertanggung-jawab-kepada-dewan-komisaris	Committee Responsible to the Board of Commissioners
Kode Etik	http://www.arthagraha.com/kode-etik	Code of Conduct
Kebijakan Manajemen Risiko	http://www.arthagraha.com/kebijakan-manajemen-resiko	Risk Management Policy
Anggaran Dasar	http://www.arthagraha.com/anggaran-dasar	Articles of Association
Sekretaris Perusahaan	http://www.arthagraha.com/sekretaris-perusahaan	Corporate Secretary
2018	http://www.arthagraha.com/penghargaann/2018	2018
2019	http://www.arthagraha.com/penghargaann/2019	2019
Lembaga Penunjang Profesi Perusahaan	http://www.arthagraha.com/lembaga-penunjang-profesi-perusahaan	Capital Market Supporting Institutions
Produk dan Layanan	http://www.arthagraha.com/produk-dan-layanan	Products and Services
Produk Pelepasan Dana	http://www.arthagraha.com/produk_pelepasan_dana/categories	Loan Products
Kredit Produktif	http://www.arthagraha.com/produk_pelepasan_dana/category/kredit-produktif	Productive Loans
Pinjaman Rekening Koran	http://www.arthagraha.com/produk_pelepasan_dana/post/pinjaman-rekening-koran	Overdraft
Revolving Loan	http://www.arthagraha.com/produk_pelepasan_dana/post/revolving-loan	Revolving Loan

Uraian	Link Terkait/ Related Link	Description
Kredit Modal Usaha	http://www.arthagraha.com/produk_pelepasan_dana/post/kredit-modal-usaha	Working Capital Credit
Fixed Loan	http://www.arthagraha.com/produk_pelepasan_dana/post/fixed-loan	Fixed Loan
Kredit Konsumer	http://www.arthagraha.com/produk_pelepasan_dana/category/kredit-konsumer	Consumer Loans
BAGI KPR BP2BT	http://www.arthagraha.com/produk_pelepasan_dana/post/bagi-kpr-bp2bt	BAGI KPR BP2BT
BAGI KPR Graha	http://www.arthagraha.com/produk_pelepasan_dana/post/bagi-kpr-graha	BAGI KPR Graha
BAGI KPR Sejahtera FLPP	http://www.arthagraha.com/produk_pelepasan_dana/post/bagi-kpr-sejahtera-flpp	BAGI KPR Sejahtera FLPP
Fasilitas Kredit Lain	http://www.arthagraha.com/produk_pelepasan_dana/category/other-loans-facilities	Other Credit Facilities
Trust Receipt	http://www.arthagraha.com/produk_pelepasan_dana/post/trust-receipt	Trust Receipt
Bank Garansi	http://www.arthagraha.com/produk_pelepasan_dana/post/bank-garansi	Bank Guarantee
Letter of Credit	http://www.arthagraha.com/produk_pelepasan_dana/post/letter-credit	Letter of Credit
Produk Pendanaan	http://www.arthagraha.com/produk_pendanaan/posts	Funding Products
Tabungan Pintar	http://www.arthagraha.com/produk_pendanaan/post/tabungan-pintar	Pintar Savings
Giro	http://www.arthagraha.com/produk_pendanaan/post/giro	Demand Deposits
Tabungan Artha	http://www.arthagraha.com/produk_pendanaan/post/tabungan-artha	Artha Savings
Tabungan Wira	http://www.arthagraha.com/produk_pendanaan/post/tabungan-wira	Wira Savings
Deposito	http://www.arthagraha.com/produk_pendanaan/post/deposito	Time Deposits
Tabungan Prega	http://www.arthagraha.com/produk_pendanaan/post/tabungan-prega	Prega Savings
Tabungan Icon	http://www.arthagraha.com/produk_pendanaan/post/tabungan-icon	Icon Savings
Tabungan Artha *Payroll*	http://www.arthagraha.com/produk_pendanaan/post/tabungan-artha-payroll	Artha Payroll Savings
Simpanan Pelajar	http://www.arthagraha.com/produk_pendanaan/post/simpanan-pelajar	Students Savings/SimPel
Tabungan *Basic Account*	http://www.arthagraha.com/produk_pendanaan/post/tabungan-basic-account	Basic Account Savings
E-Banking		E-Banking
Mobile Banking	http://www.arthagraha.com/produk_ebanking/post/mobile-banking	Mobile Banking
Retail Internet Banking	http://www.arthagraha.com/produk_ebanking/post/retail-internet-banking	Retail Internet Banking
Corporate Internet Banking	http://www.arthagraha.com/produk_ebanking/post/corporate-internet-banking	Corporate Internet Banking
Fitur Virtual Account & Billing System	http://www.arthagraha.com/produk_ebanking/post/fitur-virtual-account-billing-system	Virtual Account & Billing System Feature
Fitur *Payroll*	http://www.arthagraha.com/produk_ebanking/post/fitur-payroll	Payroll Feature

Uraian	Link Terkait/ Related Link	Description
Kartu ATM GrahaCash GPN	http://www.arthagraha.com/produk_ebanking/post/kartu-atm-grahacash-gpn	ATM Card GrahaCash GPN
Laku Pandai	http://www.arthagraha.com/produk_ebanking/post/laku-pandai	Laku Pandai
Hubungan Investor		Investor Relations
Laporan Keuangan		Financial Statements
Laporan Keuangan Publikasi Triwulan	http://www.arthagraha.com/laporan-keuangan-publikasi-triwulan	Quarterly Publication Financial Statements
Laporan Keuangan Triwulan	http://www.arthagraha.com/laporan-keuangan-triwulan	Quarterly Financial Statements
Laporan Keuangan Publikasi Bulanan	http://www.arthagraha.com/laporan-keuangan-publikasi-bulanan	Monthly Publication Financial Statements
Laporan Tahunan	http://www.arthagraha.com/laporan-tahunan	Annual Report
Informasi Perdagangan dan Pencatatan Saham	http://www.arthagraha.com/informasi-perdagangan-dan-pencatatan-saham	Information of Share Listing and Trading
RUPS	http://www.arthagraha.com/hubungan-investor/rups	GMS
Pengumuman	http://www.arthagraha.com/pengumuman-kepada-pemegang-saham-perseroan	Announcement
Bahan Mata Acara	http://www.arthagraha.com/hubungan-investor/rups/bahan-mata-acara	Agenda Items
Pemanggilan	http://www.arthagraha.com/hubungan-investor/rups/pemanggilan	Notice
Risalah Rapat Umum Pemegang Saham	http://www.arthagraha.com/hubungan-investor/rups/risalah-rapat-umum-pemegang-saham-rups	Minutes of General Meeting of Shareholders
Informasi Kepada Pemegang Saham Perseroan	http://www.arthagraha.com/hubungan-investor/rups/informasi-kepada-pemegang-saham-perseroan	Information for Company Shareholders
Keterbukaan Informasi	http://www.arthagraha.com/keterbukaan-informasi	Information Disclosure
Prospektus	http://www.arthagraha.com/prospektus	Prospectus
Berita	http://www.arthagraha.com/berita	News
Aset	http://www.arthagraha.com/aset	Assets
Karier	http://www.arthagraha.com/karir	Career
Hubungi Kami		Contact Us
Kantor Pusat	http://www.arthagraha.com/kantor-pusat	Head Office
Jaringan Kantor	http://www.arthagraha.com/jaringan-kantor	Office Network
Lokasi ATM Off Premises	http://www.arthagraha.com/lokasi-atm-premises	Location of ATM Off Premises
Perlindungan Konsumen	http://www.arthagraha.com/perlindungan-konsumen	Consumer Protection



Dalam mengimplementasikan strategi “Pertumbuhan yang Berkualitas di Era Digital”, Bank Artha Graha Internasional meningkatkan kompetensi karyawan serta mengembangkan infrastruktur dan *soft structure* teknologi informasi.



Aspek **Pendukung Bisnis**

Aspects of Business Support

In implementing the “Quality Growth in the Digital Age” strategy, Bank Artha Graha Internasional improves its employee competency and develops its information technology infrastructure and soft structures.

Sumber Daya Manusia
Human Resources

Komitmen Pengelolaan Sumber Daya Manusia

Bank Artha Graha Internasional berkomitmen untuk terus meningkatkan kompetensi sumber daya manusia (SDM). Kompetensi ini meliputi keterampilan, pengetahuan, nilai dan budaya, serta perilaku yang dimiliki setiap karyawan untuk dapat melaksanakan tugas dan tanggung jawab secara produktif dan profesional.

Melalui peningkatan kompetensi tersebut, Bank Artha Graha Internasional meyakini bahwa SDM yang handal mampu memberikan kontribusi yang positif bagi kesinambungan kinerja Bank.

Pengelola Sumber Daya Manusia

Pengelolaan SDM Bank Artha Graha Internasional dilaksanakan oleh Deputi Direktur SDM & GA yaitu Yohana Paliling. Profil lengkap dapat dilihat pada Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini. Struktur organisasi dari SDM & GA ditunjukkan sebagai berikut.

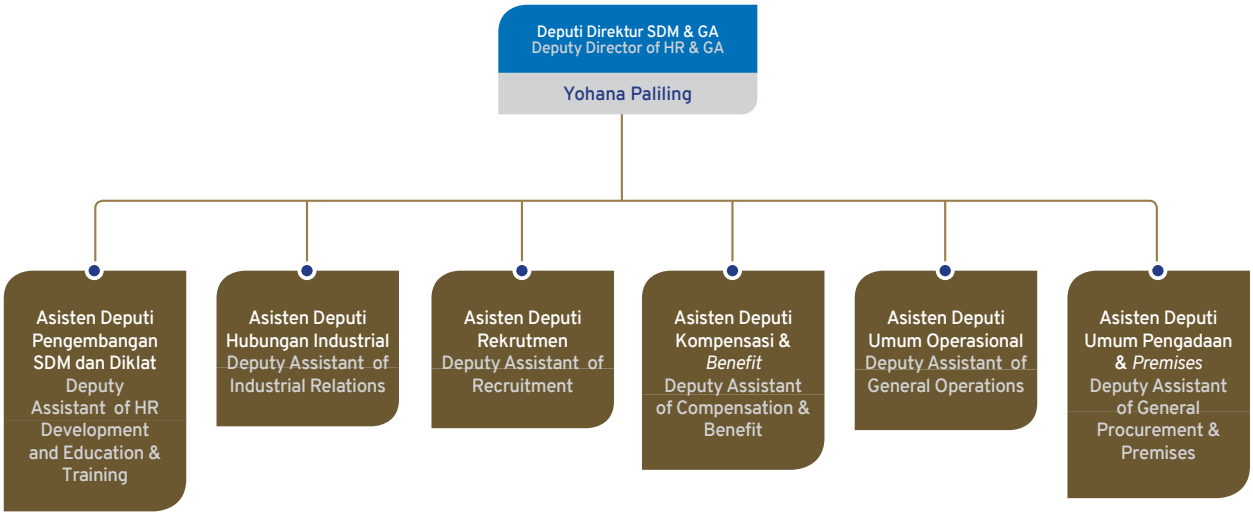
Human Resources Management Commitment

Bank Artha Graha Internasional is committed to continuously improving the competencies of human resources (HR). These competencies include skill, knowledge, value and culture, as well as behavior possessed by each employee aiming to productively and professionally carry out duties and responsibilities.

By improving the competencies, Bank Artha Graha Internasional ensures that reliable HR are capable to give positive contribution for the sustainability of the Bank performance.

Human Resources Manager

The HR management of Bank Artha Graha Internasional is carried out by the Deputy Director of HR & GA, Yohana Paliling. Complete profile can be seen in the Executive Officials Profile in the Company Profile chapter of this Annual Report. The Company's HR &GA organizational structure is shown as below.



Kebijakan Sumber Daya Manusia

Bank Artha Graha Internasional di tahun 2019 telah melakukan penyesuaian beberapa *Standard Operating Procedure* (SOP) SDM, antara lain:

1. Pelaksanaan penilaian kinerja karyawan dalam Surat Edaran SDM No. 024.01.0 tentang Penilaian Karyawan;
2. Proses rotasi dan demosi dalam Surat Edaran SDM No. 004.02.0 tentang Ketentuan Rotasi dan Mutasi Karyawan;
3. Proses promosi dan demosi dalam Surat Edaran SDM No. 003.02.0 tentang Ketentuan Promosi dan Demosi;
4. Penyesuaian gaji dalam Surat Edaran SDM No. 002.01.0 tentang Gaji dan Kepangkatan; dan
5. Pengembangan kompetensi karyawan dalam Surat Edaran SDM No. 014.01.0 tentang Pelatihan dan Pengembangan.

Strategi Pengelolaan dan Pengembangan Sumber Daya Manusia

Strategi pengembangan SDM didasari oleh visi dan misi Bank Artha Graha Internasional yang menuju kearah *Human Capital.* Pengembangan SDM difokuskan kepada pengembangan organisasi melalui penerapan *Manpower Planning* dan proses kaderisasi. Guna mencapai agenda tersebut, Bank akan melanjutkan program–program sebagai berikut:

1. Menerapkan pola penilaian kinerja karyawan dengan melakukan pengembangan implementasi *Key Performance Indicator* (KPI) untuk seluruh karyawan;
2. Mengembangkan *Human Resource Information System* (HRIS) dengan modul *Employee Self Service* (ESS) dan *Management Self Service* (MSS);
3. Melakukan program pengembangan kaderisasi untuk karyawan berprestasi dengan pelatihan berjenjang; dan
4. Melakukan penyesuaian dan evaluasi terhadap *retention program*, yang mencakup kebijakan remunerasi dan *benefit.*

Fokus Pengembangan Sumber Daya Manusia

Selama 2019, fokus pengembangan SDM Bank Artha Graha Internasional adalah pengembangan karyawan berbasis kompetensi. Kompetensi ini lebih difokuskan dan ditingkatkan, kemudian diimplementasikan dalam program pendidikan dan pelatihan SDM yang menyeluruh serta berkelanjutan.

Human Resources Policy

Bank Artha Graha Internasional in 2019 made adjustments to several Standard Operating Procedures (SOP) for HR, including:

1. Implementation of employee performance assessment in HR Circular Letter No. 024.01.0 on Employee Assessment;
2. Processes of rotation and demotion in HR Circular Letter No. 004.02.0 on Provisions on Employee Rotation and Transfer;
3. Processes of promotion and demotion in HR Circular Letter No. 003.02.0 on Provisions on Promotion and Demotion;
4. Salaries adjustment in HR Circular Letter No. 002.01.0 on Salaries and Job Levels; and
5. Employee competence development in HR Circular Letter No. 014.01.0 on Training and Development.

Human Resources Management and Development Strategies

The HR development strategy is based on the vision and mission of Bank Artha Graha Internasional, which is headed towards Human Capital. HR development is focused on organizational development through the implementation of Manpower Planning and cadre process. To achieve this agenda, the Bank will continue the following programs:

1. Implementing employee performance assessment pattern by developing the implementation of Key Performance Indicators (KPI) for all employees;
2. Developing Human Resource Information System (HRIS) with the Employee Self Service (ESS) and Management Self Service (MSS) modules;
3. Conducting cadre development program for employees who excel with tiered training; and
4. Adjusting and evaluating retention programs, which include remuneration and benefit policies.

Human Resources Development Focus

During 2019, the HR development focus of Bank Artha Graha Internasional was the competence-based employee development. The competencies were more focused and increased, then implemented in the comprehensive and continuous HR education and training program.

Guna memastikan pengembangan kompetensi berjalan dengan baik, Deputi Direktur SDM & GA telah membentuk panduan sebagai berikut.

In order to ensure that competence development is carried out properly, Deputy Director of HR & GA has formed the guidance as follows.

Sasaran Kerja **Work Goals**	• Memberikan pendidikan dan pelatihan untuk memenuhi kompetensi kerja karyawan; dan • Meningkatkan kompetensi kader Bank Artha Graha Internasional. • Providing education and training to meet employee's work competencies; and • Improving the competence of Bank Artha Graha Internasional's cadres.
Program Kerja **Work Program**	• Merencanakan dan menyelenggarakan pelatihan yang wajib untuk memenuhi kompetensi kerja karyawan; dan • Memberikan kesempatan pelatihan mayoritas pada kader Bank Artha Graha Internasional. • Planning and organizing mandatory trainings to meet employee's work competencies; and • Providing opportunities of majority training to cadres of Bank Artha Graha Internasional.
Penerapan **Implementation**	• Melaksanakan pelatihan orientasi karyawan baru bagi setiap karyawan baru; • Melaksanakan pelatihan untuk *marketing* dasar bagi seluruh *Account Officer* atau bagian lain yang ingin menjadi *Account Officer*; dan • Melaksanakan pelatihan *Audit Training Program* (ATP). • Conducting new employee orientation training for each new employee; • Conducting training for basic marketing for all Account Officers or other sections who want to become an Account Officer; and • Conducting training of Audit Training Program (ATP). Melaksanakan pelatihan sebagai jenjang karier bagi kader: • *Marketing Lanjutan*; dan • *Team Leader.* Conducting training as a career path for cadres: • Advanced Marketing; and • Team Leader. Mengikuti program pelatihan lainnya yang juga perlu diikuti karyawan, seperti: • Melaksanakan Program Pembekalan dan Uji Sertifikasi Manajemen Risiko Level 1 hingga Level 5 sesuai jabatan dan tugasnya; • Melaksanakan Program *Refreshment* Sertifikasi Manajemen Risiko untuk memenuhi kewajiban memperpanjang sertifikat manajemen risiko yang telah dan akan jatuh tempo; • Melaksanakan Program Pendidikan Dasar PDP-1 dan PDP-2 wajib untuk staf penilai jaminan sesuai fungsi kerjanya; dan • Pelaksanaan Pembekalan Sertifikasi Audit Internal Bank untuk para Auditor Satuan Kerja Audit Internal. Participating in other training programs that employees also need to attend, such as: • Conducting Briefing Program and Risk Management Certification Exam from Level 1 to Level 5 according to the position and duties; • Conducting Risk Management Certification Refreshment Program to fulfill the obligation to extend risk management certificates that have expired and will expire; • Conducting PDP-1 and PDP-2 Basic Education Programs, which are mandatory for assurance appraisal staffs according to their work functions; and • Implementation of the Bank's Internal Audit Certification Briefing for Auditors of the Internal Audit Work Unit.

Bank Artha Graha Internasional juga telah menetapkan sasaran kerja lainnya yaitu:

1. Mendapatkan dan mempertahankan talenta terbaik.
   a. Bank memiliki sistem penerimaan karyawan melalui berbagai cara, seperti *email*/ekspedisi, *pro-hire*, dan *online job portal;*
   b. Proses seleksi dan penerimaan karyawan dilakukan melalui kebijakan dan standar penerimaan yang telah ditentukan, sehingga calon SDM telah memenuhi standar Bank dan mampu mencerminkan nilai-nilai Bank, seperti profesionalisme, orientasi kepada nasabah dan hasil, integritas, loyalitas, jiwa korsa, serta kepedulian;
   c. Melakukan *retention* program kepada karyawan potensial dengan memberikan tantangan pekerjaan yang lebih menarik, kejelasan jenjang karier, serta memberikan program pendidikan dan pelatihan yang dapat meningkatkan potensi karyawan; serta
   d. Penyelarasan uraian jabatan dan sasaran kerja individu.

Bank Artha Graha Internasional has also set other work goals including:

1. Recruiting and maintaining the best talents.
   a. The Bank recruits employees through various means, such as email/air mail applications, pro-hire, and online job portals;
   b. Employee selection and acceptance process is conducted through predetermined policies and acceptance standards, so that the HR candidates meet the Bank's standards, and can reflect the Bank's values, such as professionalism, customer and results oriented, integrity, loyalty, team spirit, and care;
   c. Conducting retention programs for potential employees by providing more attractive job challenges, career path clarity, and education and training programs to enhance employee's potential; and
   d. Alignment of job descriptions and individual work goals.

2. Peningkatan kenyamanan bekerja dan rasa memiliki *(engagement)*.
   a. Melakukan evaluasi dan pengembangan fasilitas perusahaan dalam peningkatan rasa memiliki dan keterikatan dengan Bank;
   b. Meningkatkan peran manajer, tidak hanya sebagai manajer bisnis, namun juga sebagai manajer bagi karyawan;
   c. Meningkatkan peran hubungan industrial dalam menjaga keamanan dan kenyamanan bekerja; dan
   d. Melakukan kajian struktur organisasi dan menata ulang pekerjaan pada fungsi kerja agar efektivitas dan produktivitas karyawan dapat terus ditingkatkan.

Rekrutmen Sumber Daya Manusia

Bank Artha Graha Internasional melaksanakan rekrutmen karyawan dengan menjunjung tinggi prinsip keterbukaan, kewajaran, dan kesetaraan. Proses rekrutmen karyawan dilakukan dengan pemberian kesempatan yang setara bagi setiap orang tanpa memandang jenis kelamin, suku, agama, ras, dan antargolongan.

Metode rekrutmen yang dilakukan oleh Bank Artha Graha Internasional yaitu rekrutmen internal dan eksternal. Rekrutmen internal dilakukan untuk mengisi jabatan yang kosong dalam unit kerja melalui proses promosi dan rotasi karyawan. Sedangkan, rekrutmen eksternal dilakukan dengan menggunakan berbagai cara seperti *email/*ekspedisi, *pro-hire,* dan *online job portal.* Di tahun 2019, Bank Artha Graha Internasional telah melakukan rekrutmen sebanyak 120 karyawan baru untuk berbagai posisi.

Profil Sumber Daya Manusia

Guna mendukung pengembangan bisnis sesuai dengan visi, misi, serta pencapaian target, Bank Artha Graha Internasional selalu berupaya menjaga komposisi karyawan dengan baik. Bank memandang bahwa nilai perusahaan bukan hanya berdasarkan capaian Laporan Keuangan, tetapi juga termasuk nilai modal manusia pada seluruh karyawan. Dengan program optimalisasi karyawan serta penyesuaian bisnis proses menjadikan komposisi karyawan mengalami penyesuaian menjadi 1.993 orang pada tahun 2019 dari 2.386 orang di tahun sebelumnya.

2. Increasing work comfort and sense of ownership (engagement).
   a. Evaluating and developing corporate facilities to increase ownership and attachment to the Bank;
   b. Increasing the manager's role, not only as a business manager, but also as the manager for employees;
   c. Increasing the role of industrial relations in maintaining work security and comfort; and
   d. Reviewing the organizational structure and rearrange work functions so that employee effectiveness and productivity continues to improve.

Human Resources Recruitment

Bank Artha Graha Internasional recruits employees by upholding the principles of transparency, fairness, and equality. Employee recruitment process is conducted by giving equal opportunity for everyone regardless of their gender, ethnicity, religion, race, and inter-groups.

The recruitment methods done by Bank Artha Graha Internasional are internal and external recruitments. Internal recruitment is done to fill the vacant position in work unit through employee promotion and rotation process. Meanwhile, external recruitment is done through various means such as email/air mail applications, pro-hire, and online job portals. In 2019, Bank Artha Graha Internasional recruited 120 new employees to fill in various positions.

Human Resources Profile

In order to support business development that is in accordance with the vision, mission, and target achievement, Bank Artha Graha Internasional always strives to keep a well balanced employee composition. The Bank considers that the company values are not only based on the achievements of Financial Statements, but also includes the human capital value of all employees. With the employee optimization program and business process adjustments, the composition of employees had been adjusted to 1,993 in 2019 from 2,386 in the previous year.

Komposisi Karyawan Berdasarkan Jenis Kelamin
Employee Composition By Gender

Jenis Kelamin	2019		2018		Gender
	Total	%	Total	%	
Laki-laki	1,011	50.73	1,229	51.51	Male
Perempuan	982	49.27	1,157	48.49	Female
Total	1,993	100.00	2,386	100.00	Total

Komposisi Karyawan Berdasarkan Status
Employee Composition By Status

Status	2019		2018		Status
	Total	%	Total	%	
Pegawai Tetap	1,815	91.07	2,221	93.08	Permanent Employees
Pegawai Kontrak	178	8.93	165	6.92	Contract Employees
Total	1,993	100.00	2,386	100.00	Total

Komposisi Karyawan Berdasarkan Level Organisasi
Employee Composition By Organizational Level

Level Organisasi	2019		2018		Organizational Level
	Total	%	Total	%	
Senior Vice President	5	0.25	2	0.08	Senior Vice President
Vice President	4	0.20	7	0.29	Vice President
Assistant Vice President	15	0.75	17	0.71	Assistant Vice President
Senior Manager	18	0.90	21	0.88	Senior Manager
Manager	34	1.71	43	1.80	Manager
Senior Assistant Manager	86	4.32	91	3.81	Senior Assistant Manager
Assistant Manager	101	5.07	110	4.61	Assistant Manager
Junior Assistant Manager	223	11.19	252	10.56	Junior Assistant Manager
First Officer	764	38.33	846	35.46	First Officer
Staff	624	31.31	854	35.79	Staff
Nonstaff	119	5.97	143	5.99	Nonstaff
Total	**1,993**	**100.00**	**2,386**	**100.00**	**Total**

Komposisi Karyawan Berdasarkan Jenjang Pendidikan
Employee Composition By Education

Jenjang Pendidikan	2019		2018		Level of Education
	Total	%	Total	%	
Doktoral	1	0.05	1	0.04	Doctor
Magister	61	3.06	71	2.98	Master
Sarjana	1,344	67.44	1,617	67.77	Bachelor
Diploma	330	16.56	386	16.18	Diploma
SMA	221	11.09	269	11.27	Senior High School
SMP	27	1.35	32	1.34	Junior High School
SD	9	0.45	10	0.42	Elementary School
Total	**1,993**	**100.00**	**2,386**	**100.00**	**Total**

Komposisi Karyawan Berdasarkan Usia
Employee Composition by Age

Usia	2019		2018		Age
	Total	%	Total	%	
18 – 24	80	4.01	110	4.61	18 – 24
25 – 45	1,252	62.82	1,563	65.51	25 – 45
46 – 50	329	16.51	357	14.96	46 – 50
>50	332	16.66	356	14.92	>50
Total	1,993	100.00	2,386	100.00	Total

Internalisasi Budaya Perusahaan

Budaya perusahaan merupakan prasyarat utama dan fondasi dalam rangka mensukseskan transformasi organisasi. Budaya di dalam organisasi harus dapat memberikan daya dorong dan menjadi landasan bagi para karyawan dalam berpikir dan berperilaku sesuai dengan yang diharapkan. Oleh karena itu, program internalisasi budaya perusahaan perlu dikembangkan.

Program internalisasi diberikan saat mengikuti orientasi karyawan baru dan karyawan lama dengan melakukan kegiatan di dalam kelas ataupun *outbond*. Selain itu, hal ini juga diterapkan setiap awal pelatihan berjenjang, serta pelatihan untuk pejabat muda.

Internalization of Corporate Culture

Corporate culture is the main prerequisite and foundation in order to make a successful organizational transformation. The culture within the organization must provide encouragement and be the basis for the employees to think and behave as expected. Therefore, the corporate culture internalization program needs to be developed.

The internalization program is given within the orientation of new employees and old employees through activities in classroom or outbound. Besides, this program is also applied in every beginning of the level training, as well as training for young officials.

Pengembangan Kompetensi Karyawan

Karyawan Bank memiliki hak untuk mengikuti program pembinaan serta pengembangan yang disediakan Bank. Program ini terdiri dari pendidikan, pelatihan, dan studi banding sesuai dengan jenjang dan kualifikasi jabatan, baik secara internal maupun eksternal. Hal ini bertujuan untuk meningkatkan dan mengembangkan pengetahuan, kemampuan, produktivitas, serta disiplin.

Employees Competence Development

Bank employees have the right to participate in the guidance and development program provided by the Bank. The program consists of education, training, and comparative study in accordance with the level and qualification of positions, both internally and externally. This aims to increase and develop knowledge, abilities, productivity, and discipline.

Kebijakan Pengembangan Kompetensi

Bank Artha Graha Internasional memiliki kebijakan mengenai pengembangan kompetensi yang tertuang dalam Pedoman *Human Capital* dalam bab Kebijakan Pelatihan dan Pengembangan dan Surat Edaran SDM No. 014.01.0 tentang Pelatihan dan Pengembangan, serta Peraturan Pelaksanaannya. Implementasi pengembangan kompetensi ini dikoordinasikan langsung oleh *Executive Officer* Pengembangan SDM dan Diklat dilakukan dengan memperhatikan kinerja, pengalaman, kebutuhan, dan kriteria lainnya dari masing-masing karyawan.

Competence Development Policy

Bank Artha Graha Internasional has a policy on competency development as outlined in the Human Capital Guidelines in the Training and Development Policy chapter and HR Circular No. 014.01.0 on Training and Development, and the Implementing Regulations. The implementation of competence development is directly coordinated by the Executive Officer of HR Development and Training, by assessing performance, experience, needs, and other criteria for each employee.

Jenis dan Tujuan Pengembangan Kompetensi

Berikut merupakan jenis dan tujuan pengembangan kompetensi yang dilaksanakan oleh Bank:

Competence Development Types and Objectives

The followings are types and objectives of competence development carried out by the Bank:

Jenis Pelatihan Type of Trainings	Tujuan Pelatihan Training Objectives
Pelatihan Internal Internal Trainings	
Operasional Operations	Memberikan dan meningkatkan pengetahuan serta keterampilan para peserta terkait pengelolaan operasional perbankan, sehingga dapat meningkatkan kinerjanya. Providing and improving participants' knowledge and skills in managing banking operations, so as to improve their performance.
Kredit Loans	Membekali dan meningkatkan pengetahuan serta keterampilan para peserta terkait pengelolaan kredit dan *marketing*. Equipping and improving participants' knowledge and skills related to loans management and marketing.
Manajerial Managerial	Membekali pengetahuan serta keterampilan para peserta terkait bidang manajerial/*soft skill* (*leadership* dan keterampilan mengelola karyawan/pekerjaan). Equipping participants' knowledge and skills related to managerial/soft skills (leadership and employee/job management skills).

Jenis Pelatihan Type of Trainings	Tujuan Pelatihan Training Objectives
Pengembangan Karakter Character Development	• Membentuk sikap dan perilaku (mental, spiritual, ideologi, wawasan kebangsaan, dan toleransi antar umat beragama) sebagai karyawan sesuai dengan budaya Bank dan nilai-nilai perusahaan yang berlaku; dan • Membentuk mental kejuangan, ketahanan pribadi, dan kepemimpinan yang sesuai dengan profil kompetensi yang diharapkan sesuai bidang pekerjaan. • Building attitudes and behaviors (mental, spiritual, ideological, national insight, and tolerance among religious communities) as employees in accordance with the Bank's culture and applicable corporate values; and • Building a mental of struggle, personal endurance, and leadership in accordance with the competency profile expected in the field of work.
Lainnya Others	Membekali dan meningkatkan pengetahuan dan keterampilan peserta diluar pengetahuan perbankan, tetapi masih ada kaitan dengan pengelolaan perbankan (IT, legal, dan bahasa inggris). Equipping and improving participants' knowledge and skills outside of banking knowledge, but still related to banking management (IT, legal, and English).
Pelatihan Eksternal External Trainings	Membekali dan meningkatkan pengetahuan, wawasan dan keterampilan peserta yang diselenggarakan oleh Bank Indonesia atau vendor pelatihan serta dilaksanakan di luar Bank. Equipping and improving participants' knowledge, insights, and skills held by Bank Indonesia or training vendors and implemented outside the Bank.

Pelaksanaan Pengembangan Kompetensi

Pada tahun 2019, Bank Artha Graha Internasional telah melaksanakan program pengembangan kompetensi bagi karyawan, baik pelatihan internal maupun eksternal sebanyak 8.434 orang dengan biaya investasi sebesar Rp19.358.722.694,-. Uraian pengembangan kompetensi ditunjukan pada tabel berikut.

Competence Development Implementation

In 2019, Bank Artha Graha Internasional implemented competence development program, both internal and external trainings for 8,434 employees with investment cost of Rp19,358,722,694. Description of the competence development is detailed in the table below.

Pengembangan Kompetensi Karyawan Berdasarkan Strata Jabatan
Employees Competence Development by Level of Position

Strata Jabatan	Pelatihan Internal Internal Trainings					Pelatihan Eksternal External Trainings	Total Total	%	Level of Position
	Operasional Operations	Kredit Credit	Manajerial Managerial	Pengembangan Karakter Character Development	Lainnya Others				
Penata Laksana	60	3	0	0	6	0	69	0.82	Organizer
Penata Usaha	1,474	599	157	0	1,511	27	3,768	44,68	Administration
Pejabat Muda	1,013	561	404	0	1,328	55	3,361	39.85	Junior Officer
Pejabat Madya	152	57	95	0	232	16	552	6.54	Intermediate Officer
Pejabat Utama	29	13	16	0	50	14	122	1.45	Head Officer
Manajemen *Trainee*	210	112	0	0	14	0	336	3.98	Management Trainee
Direksi	22	0	0	0	24	13	59	0.70	Board of Directors
Dewan Komisaris	5	0	0	0	4	2	11	0.13	Board of Commissioners
Lainnya	0	0	0	0	156	0	156	1.85	Others
Total	**2,965**	**1,345**	**672**	**0**	**3,325**	**127**	**8,434**	**100.00**	**Total**
%	**35.16**	**15.95**	**7.97**	**0.00**	**39.42**	**1.51**	**100.00**	**100.00**	**%**

Pengembangan Kompetensi Karyawan Berdasarkan Fungsi/Bidang
Employees Competence Development By Function/Sector

Fungsi/ Bidang Tugas	Pelatihan Internal Internal Trainings					Pelatihan Eksternal External Trainings	Total Total	%	Function/ Sector
	Operasional Operations	Kredit Credit	Manajerial Managerial	Pengembangan Karakter Character Development	Lainnya Others				
Front Liner	1,148	426	141	0	1,175	14	2,904	34.43	Front Liner
Kredit	428	598	164	0	681	7	1,878	22.27	Credit
Operasional	317	28	84	0	183	5	617	7.32	Operations
Treasury, Trade Financial	8	2	5	0	15	5	35	0.41	Treasury, Trade Financial
Information Technology	17	1	8	0	14	4	44	0.52	Information Technology
Audit, SKAI, *Control*	158	8	35	0	112	5	318	3.77	Audit, Internal Audit Unit, Control
Management *Trainee*	210	112	-	0	14	-	336	3.98	Management Trainee
Lainnya	679	170	235	0	1,131	87	2,302	27.29	Others
Total	**2,965**	**1,345**	**672**	**0**	**3,325**	**127**	**8,434**	**100.00**	Total
%	**35.16**	**15.95**	**7.97**	**0.00**	**39.42**	**1.51**	**100.00**	**100.00**	%

Evaluasi Pelaksanaan Pengembangan Kompetensi

Setelah melaksanakan program pengembangan kompetensi, Bank Artha Graha Internasional mengadakan evaluasi pelatihan secara berkala dengan cara:

1. Pengisian kuesioner yang disediakan oleh *Executive Officer* Pengembangan SDM dan Diklat pada akhir program pelatihan *(level reaction).* Kuesioner yang diisi oleh para peserta, antara lain berkaitan dengan pengajar, materi yang disampaikan, serta sarana dan prasarana kegiatan;
2. Pemberian *pre-test* pada awal program dan *post-test* pada akhir program *(level learning);* serta
3. Pemberian sosialisasi oleh peserta atas pelatihan yang sudah didapat kepada rekan dalam unit kerjanya. Selain itu, penilaian dapat dilakukan dengan meminta evaluasi secara berkala atas perubahan kinerja karyawan (peserta) setelah mengikuti pelatihan tertentu.

Pada tahun 2019, rata-rata hasil evaluasi pengembangan kompetensi pelaksanaan pengembangan kompetensi telah berjalan dengan baik, efektif dengan disertai dengan beberapa rekomendasi. Rekomendasi tersebut telah ditindaklanjuti dan diharapkan dapat meningkatkan penyelenggaraan pelatihan-pelatihan selanjutnya.

Sistem Penilaian Kinerja

Bank Artha Graha Internasional menilai kinerja karyawan secara berkala. Hasil penilaian digunakan sebagai bahan evaluasi untuk meningkatkan produktivitas karyawan pada periode berikutnya dan mendorong perubahan perilaku karyawan yang mendukung

Competence Development Evaluation

After implementing competence development program, Bank Artha Graha Internasional periodically holds training evaluations by:

1. Filling out questionnaire provided by Executive Officer of HR Development and Training at the end of the training program (level reaction). The participant questionnaire includes the evaluation of the instructor, materials presented, and the activity's facilities and infrastructure;
2. Giving pre-test at the beginning of program and post-test at the end of program (level learning); and
3. Dissemination of the received training by the participants to their colleagues in their work units. Furthermore, evaluation can be done by requesting periodical evaluation on changes in employee (participant) performance after attending certain training.

In 2019, the average competence development evaluation results demonstrated that the competence development had been conducted well and effectively, with several recommendations. These recommendations have been followed up and are expected to improve the implementation of future trainings.

Performance Assessment System

Bank Artha Graha Internasional assessment employees' performance periodically. The assessment results are used as evaluation material to improve employees productivity in the next period and encourage employees behavior changes to support

tercapainya sasaran perusahaan. Selain itu, penilaian yang lebih terarah juga dapat menentukan sistem remunerasi yang tepat.

Bank Artha Graha Internasional menerapkan metode *Performance Management* dalam penilaian kinerja yang dilakukan setiap semester. Indikator metode tersebut adalah tersedianya indikator yang dapat diukur yaitu:

1. *Key Performance Indicator* (KPI)
   a. Sasaran/Tujuan;
   b. *Balanced Scorecard;*
   c. Bobot;
   d. Target;
   e. Aktual (realisasi);
   f. Hasil (perbandingan realisasi dan target); serta
   g. Hasil KPI.

2. Kompetensi
   a. Kompetensi Dasar;
   b. Kompetensi *Socio-Cultural*; dan
   c. Kompetensi Manajerial.

3. Penugasan khusus (sebagai tambahan penilaian bagi karyawan yang mengikuti pelatihan terkait kepedulian di luar pekerjaan sehari-hari).

4. Penilaian kedisiplinan
   Hasil dari penilaian berbasis kinerja ini akan digunakan untuk rekomendasi pelatihan dan pengembangan karyawan ataupun usulan untuk promosi/mutasi/rotasi/demosi serta *reward and recognation.*

Metode *Performance Management* memiliki tahapan siklus sebagai berikut.

the achievement of corporate goals. In addition, a more directed assessment can also determine a proper renumeration system.

Bank Artha Graha Internasional applies Performance Management method in assessing performance in each semester. The method indicators are the availability of measurable indicators, which are:

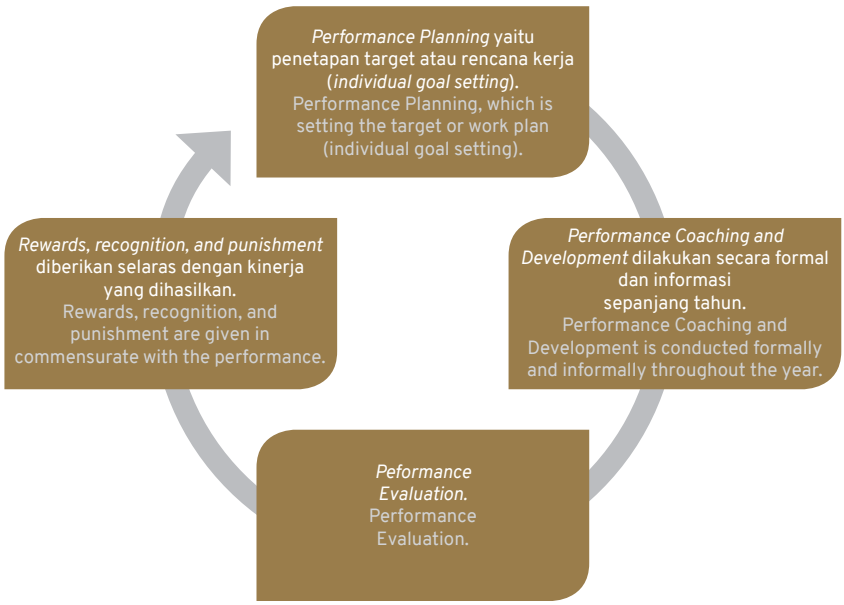
1. Key Performance Indicator (KPI)
   a. Targets/Objectives;
   b. Balanced Scorecard;
   c. Weight;
   d. Target;
   e. Actual (realization);
   f. Results (comparison of realization and target); and
   g. KPI Results.

2. Competence
   a. Basic Competence;
   b. Socio-Cultural Competence; and
   c. Managerial Competence.

3. Special assignments (as additional element of evaluation for employees who participate in training programs that are not directly related to their daily duties).

4. Disciplinary evaluation
   The result of this performance-based evaluation will be used to provide training and development programs recommendations for employees or recommendations for promotion/transfer/rotation/demotion as well as rewards and recognitions.

Performance Management method consists of the following cycles.



Kesejahteraan Karyawan

Bank Artha Graha Internasional berupaya untuk selalu memenuhi hak karyawan. Oleh karena itu, Bank memberikan apresiasi terhadap kinerja karyawan melalui program kesejahteraan karyawan. Bentuk apresiasi yang diberikan meliputi:

1. Gaji, Bonus, dan Program Insentif
   Besaran gaji dan bonus ditentukan oleh fungsi dan jabatan yang dimiliki setiap karyawan, prestasi, serta kontribusi kepada Bank. Selain itu, besaran gaji serta bonus juga disesuaikan dengan kemampuan Bank dan kondisi perekonomian, meliputi:
   a. Penyesuaian upah pokok, berdasarkan upah minimum provinsi (UMP);
   b. Penyesuaian upah berdasarkan tingkat inflasi; serta
   c. Tunjangan dan bonus/insentif yang bersifat finansial, sesuai kinerja karyawan.

2. Fasilitas dan Tunjangan
   Fasilitas dan tunjangan yang disediakan Bank antara lain jaminan kesehatan dan jaminan hari tua.

Pengembangan Karier

Bank Artha Graha Internasional menyadari bahwa pengembangan karier dapat memengaruhi tingkat kepuasan karyawan. Dengan demikian, Bank telah menerapkan kebijakan pengembangan karier yang diatur dalam Surat Edaran SDM No. 003.02.0 tentang Ketentuan Promosi dan Demosi.

Berdasarkan kebijakan tersebut, Bank memberikan peluang atau kesempatan yang sama kepada seluruh karyawan untuk mengembangkan karier berdasarkan kompetensi dan kebutuhan.

Hubungan Industrial

Bank Artha Graha Internasional berkomitmen untuk membangun dan memelihara hubungan industrial sebagai sebuah sistem hubungan kerja yang sehat dan harmonis dengan seluruh karyawan. Hal ini dilakukan dengan memberikan kebebasan kepada seluruh karyawan untuk mendapatkan haknya dengan bergabung dalam Serikat Pekerja yang tertuang dalam Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan.

Saat ini, karyawan Bank telah memiliki Serikat Pekerja dengan nama IKAJIH. Bank telah menyusun kesepakatan yang mengukuhkan antaranggota yang disahkan dalam Perjanjian Kerja Bersama (PKB). PKB tersebut berisikan hak dan kewajiban baik oleh karyawan kepada Bank maupun Bank kepada karyawan.

Human Capital Engagement

Bank Artha Graha Internasional telah melaksanakan pengukuran kepuasan karyawan selama bekerja di Bank melalui survei *engagement* pegawai. Survei ini bertujuan untuk

Employee Benefit

Bank Artha Graha Internasional always strives to fulfill the employees rights. Therefore, the Bank gives appreciation to the employees performance through employees welfare program. The appreciations are given in the forms of:

1. Salary, Bonus and Incentive
   The amount of salary and bonus is determined by the functions and positions of each employee, as well as the employee's contributions to the Bank. Furthermore, the amount of salary and bonus is also adjusted to the Bank's ability and the economic conditions, including:
   a. Adjustments of basic wages, based on provincial minimum wage (UMP);
   b. Wage adjustments based on inflation; and
   c. Allowances and bonuses/incentives that are financial in nature, in accordance with the employee performance.

2. Facilities and Allowances
   Facilities and allowances provided by the Bank consist of health insurance and old age insurance.

Career Development

Bank Artha Graha Internasional realizes that career development can affect the level of employee satisfaction. Hence, the Bank has implemented career development policies regulated in HR Circular Letter No. 003.02.0 on Provisions on Promotion and Demotion.

Based on this policy, the Bank provides equal opportunities or chances for all employees to develop careers based on their competencies and needs.

Industrial Relations

Bank Artha Graha Internasional is committed to building and maintaining industrial relations as a healthy and harmonious working relationship system with all employees. This relation is achieved by giving freedom to all employees to get their rights by joining a Labor Union as regulated in the Law No. 13 of 2003 on Manpower.

At present, the Bank's employees have one Labor Union i.e. IKAJIH. The Bank has compiled an agreement among the members, which are ratified in the Collective Bargaining Agreement (PKB). The PKB contains the rights and obligations of employees in relation to the Bank, as well as those of the Bank in relation to the employees.

Human Capital Engagement

Bank Artha Graha Internasional has carried out measurements of employee satisfaction while working at the Bank through employee engagement survey. This survey aims to establish a

membentuk lingkungan dan proses kerja yang seimbang antara Bank dan karyawan.

Pada tahun 2019, survei *engagement* pegawai mencapai indeks sebesar 71,14%. Hal ini menunjukkan tingkat kepuasan karyawan yang sedikit meningkat dibandingkan tahun 2018 yaitu sebesar 70,66%.

balanced work environment and process between the Bank and the employees.

In 2019, the employee engagement survey reached an index of 71.14%. This shows that the employee satisfaction level slightly increased compared to that of 2018 of 70.66%.

Tingkat Perputaran Karyawan (*Turnover*)

Sepanjang 2019, *turnover* Bank Artha Graha Internasional meningkat menjadi 26,14% dibanding tahun 2018 sebesar 21,79%. Hal ini dikarenakan adanya kriteria karyawan keluar termasuk yang mengundurkan diri, purna tugas, berakhirnya kontrak kerja, dan meninggal dunia.

Employee Turnover Rate

Throughout 2019, the turnover of Bank Artha Graha Internasional decreased by 26.14% compared to that of 2018 by 21.79%. This is due to employee resignation, retirement, termination of employment contracts, and death.

Uraian	2019	2018	Description
Total Karyawan Keluar	521	520	Total Employees Exiting
Total Karyawan	1,993	2,386	Total Employees
Tingkat Turnover (%)	26.14	**21.79**	**Turnover Rate (%)**

Rencana Pengembangan Sumber Daya Manusia 2020

Bank Artha Graha Internasional menyadari bahwa kemampuan untuk mendapatkan, mengembangkan, serta mempertahankan karyawan yang berkompeten merupakan faktor penting dalam rangka mendukung pertumbuhan dan kemajuan bisnis Bank. Oleh karena itu, Bank telah menyiapkan rencana pengembangan SDM untuk tahun 2020 yaitu mencanangkan 3 sasaran strategis dalam rangka transformasi budaya kerja atau digitalisasi budaya kerja untuk mendapatkan kader baru dan mempertahankan kader terbaik Bank yaitu:

1. Implementasi *human resources* menjadi *human capital (right people at the right place);*
2. Perbaikan *corporate culture (technology driven business);* dan
3. Efisiensi *overhead cost.*

Human Resources Development Plan 2020

Bank Artha Graha Internasional realizes that the ability to recruit, develop, and maintain competent employees is an important factor in order to support the Bank's business growth and progress. Therefore, the Bank has prepared an HR development plan for 2020, which is to set 3 strategic goals in the framework of transforming work culture or digitizing work culture to get new cadres and maintain the best cadres of the Bank, which are:

1. Implementation of human resources into human capital (right people at the right place);
2. Improvement of corporate culture (technology driven business); and
3. Overhead cost efficiency.

Teknologi Informasi
Information Technology

Bank Artha Graha Internasional menyadari seiring dengan peningkatan jumlah nasabah harus diiringi peningkatan pelayanan. Salah satu cara yaitu dengan meningkatkan kehandalan teknologi informasi (TI) dalam setiap layanan dan produk perbankan.

Kebijakan Penggunaan Teknologi Informasi

Bank Artha Graha Internasional telah mengatur kebijakan dan prosedur penggunaan TI pada peraturan-peraturan sebagai berikut.

1. Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 tentang Penerapan Manajemen Risiko dalam Teknologi Informasi oleh Bank Umum; dan
2. Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tentang Penerapan Manajemen Risiko dalam Teknologi Informasi oleh Bank Umum.

Pengelola Teknologi Informasi

Pengelolaan TI Bank Artha Graha Internasional dilaksanakan oleh Deputi Direktur Perbankan Digital dan TI yaitu **Ken Martin Fujikawa.** Profil lengkap dapat dilihat di Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Berikut struktur organisasi pengelola TI Bank Artha Graha Internasional:

Bank Artha Graha Internasional realizes that along with the increase in the number of customers, the services must also be increased. One of the means is by increasing the reliability of information technology (IT) in every banking service and product.

Policy to Use Information Technology

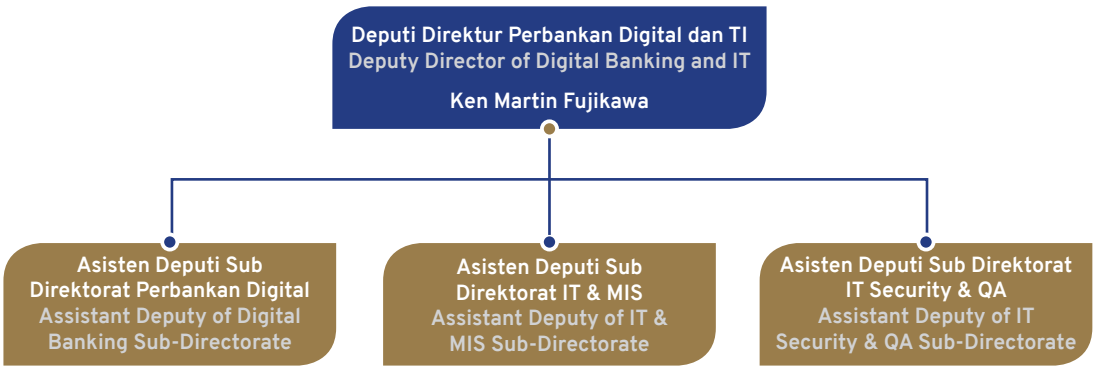
Bank Artha Graha Internasional has governed policies and procedures for employing IT based on the following regulations.

1. Financial Services Authority Regulation No. 38/POJK.03/2016 on Implementation of Risk Management in Information Technology for Commercial Banks; and
2. Financial Services Authority Circular No. 21/SEOJK.03/2017 on Implementation of Risk Management in Information Technology for Commercial Banks.

Information Technology Manager

The IT management of Bank Artha Graha Internasional is carried out by the Deputy Director of Digital Banking and IT, **Ken Martin Fujikawa.** Complete profile can be seen in the Executive Officials Profile in the Company Profile chapter of this Annual Report.

Below is the organization structure of IT manager at Bank Artha Graha Internasional:



Tugas Pengelola Teknologi Informasi

Berikut tugas pengelola teknologi informasi yang dijalankan dalam organisasi Bank Artha Graha Internasional:

1. **Deputi Direktur Perbankan Digital dan TI**
   Mengembangkan produk-produk digital bank dalam rangka transformasi, sehingga dapat menarik mitra strategis untuk bekerja sama. Selain itu, memastikan rencana strategis di bidang TI dalam penyediaan sistem TI yang handal, efektif, dan efisien, sehingga dapat memenuhi tujuan bisnis Bank

Duties of Information Technology Manager

Followings are the duties of information technology managers carried out at Bank Artha Graha Internasional:

1. **Deputy Director of Digital Banking and IT**
   Developing bank digital products in the framework of transformation, in order to attract strategic partners for cooperation. In addition, ensuring strategic plans in IT in providing reliable, effective, and efficient IT system, in order to meet security standards in accordance with the Bank's

sesuai dengan standar keamanan, serta memastikan terimplementasinya visi, misi, dan nilai perusahaan ke dalam rencana strategis, kebijakan, dan prosedur.

2. **Asisten Deputi Sub Direktorat Perbankan Digital**
   Mengembangkan produk-produk *e-banking* agar bank dapat bertransformasi dan bersaing di era digital. Pengembangan produk dimulai dari pembuatan *requirement* untuk pengembangan *system testing* aplikasi, sosialisasi produk, permintaan izin kepada regulator, dan menjalin mitra strategis dengan bank.

3. **Asisten Deputi Sub Direktorat IT & MIS**
   Menghubungkan dan memonitor vendor-vendor bank, terutama dengan vendor IT *Outsourcing* dan vendor-vendor lainnya agar dapat memberikan layanan yang baik. Sub Direktorat ini juga membawahi unit MIS yang bertugas membuat laporan-laporan operasional bank dan *unit hardware* yang bertugas untuk memperbaiki perangkat keras yang rusak.

4. **Asisten Deputi Sub Direktorat IT Security and QA**
   Membuat kebijakan dan standar IT *Security*, monitor perangkat *security*, dan mendampingi vendor dalam kegiatan tes penetrasi. Dari sisi QA, bagian ini memastikan seluruh *project* mengikuti SDLC yang benar dan meninjau ulang prosedur-prosedur yang ada di TI setiap tahunnya.

Kerangka Kerja Teknologi Informasi

Kerangka kerja TI yang dimiliki Bank Artha Graha Internasional mengacu pada:

1. *Control objectives for information and related technology* (COBIT);
2. *Information technology infrastructure library* (ITIL); dan
3. *The international organization for standardization* (ISO) 27001.

Pemilihan kerangka kerja ini berdasar pada informasi yang akurat, cepat, dan mudah. Hal tersebut sangat dibutuhkan Bank dalam memantau perkembangan bisnis dan kondisi pasar yang ada.

Tata Kelola Teknologi Informasi

Guna menjaga kecukupan atas kebutuhan serta ruang lingkup usaha yang dijalankan, Bank Artha Graha Internasional senantiasa memastikan infrastruktur TI yang dimiliki telah memadai. Dengan demikian, manajemen melakukan identifikasi terhadap berbagai faktor, baik internal maupun eksternal.

Bank senantiasa melakukan penyempurnaan dan pengembangan perangkat lunak maupun perangkat keras dalam pengelolaan TI. Hal tersebut dilakukan demi mendukung strategi bisnis Bank dalam memberikan fasilitas dan kemudahan bertransaksi serta meningkatkan kualitas pelayanan.

business objectives, and ensuring the implementation of the Company's vision, mission, and values into strategic plans, policies, and procedure.

2. **Assistant Deputy of Digital Banking Sub-Directorate**
   Developing e-banking products to enable the Bank in performing transformation and competition in the digital era. Product development starts from creating requirements for developing application testing system, product dissemination, requesting permits to regulators, and establishing strategic partnerships with banks.

3. **Assistant Deputy of IT & MIS Sub-Directorate**
   Linking and monitoring bank vendors, especially with Outsourced IT vendors and other vendors so that they can provide good service. This Sub-Directorate also oversees the MIS unit which is tasked with producing bank operational reports and the hardware unit whose job is to repair damaged hardware.

4. **Assistant Deputy of IT Security & QA Sub-Directorate**
   Formulating IT Security policies and standards, monitoring security devices, and accompanying vendors during penetration testing. In terms of QA, this Sub-Directorate ensures that all projects follow the proper SDLC and also reviews the existing IT procedures on an annual basis.

Information Technology Framework

The IT framework at Bank Artha Graha Internasional refers to the following IT systems:

1. Control objectives for information and related technology (COBIT);
2. Information technology infrastructure library (ITIL); and
3. The international organization for standardization (ISO) 27001.

The selection of this framework is based on accurate, fast, and easy to obtain information. This is crucial for the Bank in order to monitor the business developments and existing market conditions.

Information Technology Governance

In order to maintain the adequacy of business operations' needs and scope, Bank Artha Graha Internasional always ensures that its IT infrastructure is adequate. Hence, the Management identifies various factors, both internal and external ones.

The Bank always enhances and develops both software and hardware in managing IT. These efforts are carried out to support Bank business strategy in providing facilities and ease of transactions as well as improving service quality.

Pencapaian Teknologi Informasi Tahun 2019

Pengembangan sistem teknologi informasi guna mengakomodir kebutuhan Bank untuk *goes to digital* telah dilakukan selama tahun 2019. Fokus pengembangan tidak hanya pada *delivery channel* Bank, melainkan juga persiapan sistem TI untuk dapat terkoneksi dengan sistem dari pihak ketiga lainnya dengan tetap mempertimbangkan prinsip kehati-hatian dan keamanan.

Mobile banking dengan nama produk AGI *Mobile*, menjadi salah satu *delivery channel* yang terus dikembangkan, dengan mempertimbangkan kemudahan akses melalui *mobile phone* nasabah. Berikut uraian mengenai pengembangan yang dilakukan pada layanan *mobile banking*.

Fitur layanan *customer on boarding* yang memungkinkan calon nasabah dapat melakukan pembukaan rekening dengan proses verifikasi secara *video call* dari petugas Bank.

Penambahan biller untuk memenuhi kebutuhan utilitas bagi nasabah terus dikembangkan setiap tahunnya. Salah satunya melalui pengembangan menu pembelian pulsa Telkomsel.

Semakin banyaknya digitalisasi di semua lini bisnis, mendorong Bank untuk mempersiapkan diri menuju ke arah *open banking*. Interkoneksi antara sistem mitra atau pihak ketiga dengan sistem Bank dapat dimungkinkan. Bank tengah mempersiapkan teknologi informasi untuk mengakomodir kebutuhan tersebut, baik dari segi infrastruktur, jaringan komunikasi, serta keamanan, guna mendukung kemanan bertransaksi dan prinsip kehati-hatian. Berikut beberapa kegiatan yang telah dilakukan selama tahun 2019.

1. Pengembangan API (*Application Programming Interface*) *Management* yang merupakan infrastruktur penting untuk mengakomodir interkoneksi sistem Bank dengan sistem mitra atau pihak ketiga dengan berbagai macam fitur transaksi di dalamnya.

2. Pengembangan sistem digitalisasi koperasi dimana Bank Artha Graha Internasional akan bertindak sebagai *anchor* bank untuk transaksi anggota koperasi. Upaya pengembangan didasarkan pada sinergi dukungan inklusi keuangan ke seluruh daerah.

3. Pengembangan fitur kartu ATM/*Debit Cobranding* dengan pendekatan berbeda dimana nasabah diberikan kemudahan mengelola kartu melalui mobile apps. Aplikasi ini dilengkapi fitur GPN (Gerbang Pembayaran Nasional) yang dapat digunakan untuk bertransaksi debit belanja serta transaksi ATM di seluruh Indonesia.

Information Technology Achievement in 2019

The development of information technology system to accommodate the Bank needs to go to digital was carried out throughout 2019. The development focus is not only on the Bank's delivery channel, but also the preparation of IT system to be able to connect with the systems of other third parties while still observing the principles of prudence and security.

Mobile banking, with the name AGI Mobile, has become one of the delivery channels that continues to be developed, by considering the ease of access through customers' mobile phones. Below is a description of the developments made on the mobile banking services.

Customer on boarding services feature allows prospective customers to open an account with a video call verification process from a Bank officer.

The addition of billers to meet customers' utility needs continues to be developed every year. One of them is through the development of Telkomsel credit purchase menu.

The increasing number of digitization in all lines of business has encouraged the Bank to prepare itself towards open banking. Interconnection between partner's or third party's systems with the Bank's system is possible. The Bank is in the middle of preparing information technology to accommodate these needs, in terms of infrastructure, communication network, and security, in order to support transaction security and the prudential principle. Below are some of the activities carried out during 2019.

1. Development of API (Application Programming Interface), which is an important infrastructure to accommodate the interconnection of the Bank's system with partner's or third party's systems with various transaction features in it.

2. Development of a cooperative digitization system where Bank Artha Graha Internasional will act as an anchor bank for cooperative member transactions. The effort to develop is based on the synergy to support financial inclusion in all regions.

3. Development of ATM/Debit Cobranding card feature with a different approach where customers are given the convenience of managing cards through mobile apps. This application is equipped with a GPN (National Payment Gateway) feature that can be used to conduct shopping debit transactions and ATM transactions throughout Indonesia.

Pendidikan dan Pelatihan Pengelola Teknologi Informasi

Guna menyelaraskan bisnis di era digital informasi saat ini, Bank memperkuat lini pengelola TI dengan mengikutsertakan karyawan di berbagai pelatihan dan *workshop* dengan biaya investasi sebesar Rp434.359.028,-. Selama 2019, pengembangan kompetensi yang telah dilaksanakan yaitu:

Education and Training for Information Technology Manager

In order to align business in the current digital era, the Bank strengthens its IT management lines by involving employees in various trainings and workshops with an investment cost of Rp434,359,028. During 2019, the competence development programs that were carried were:

Waktu Pelaksanaan dan Tempat Time and Place	Tema Theme	Penyelenggara Organizer
Maret, Jakarta March, Jakarta	*Workshop Aplikasi PSAK 71* *Workshop on PSAK 71*	RSM Indonesia RSM Indonesia
Maret, Jakarta March, Jakarta	*Workshop Aplikasi PSAK 71* *Workshop on PSAK 71*	Empyrean Empyrean
Maret, Jakarta March, Jakarta	*Refreshment* Sertifikasi Manajemen Risiko Refreshment of Risk Management Certification	PT RDS PT RDS
Mei, Jakarta May, Jakarta	Studi Banding 360 Finance 360 Finance Comparative Study	Eksternal External
Juli, China July, China	Studi Banding WeBANK ke Shenzhen - China WEBank Comparative Study to Shenzhen - China	WeBANK, Shenzhen - China WeBANK, Shenzhen - China
November, Jakarta November, Jakarta	The Future of Digital Financial Ecosystem The Future of Digital Financial Ecosystem	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
November, Jakarta November, Jakarta	*Digital Marketing* Strategi untuk Pemula Digital Marketing Strategy for Beginners	Tempo Institute Tempo Institute
Desember, Jakarta December, Jakarta	Sosialisasi IDCASH Dissemination of IDCASH	PT Artha Total Mandiri PT Artha Total Mandiri

Rencana Kerja Teknologi Informasi Tahun 2020

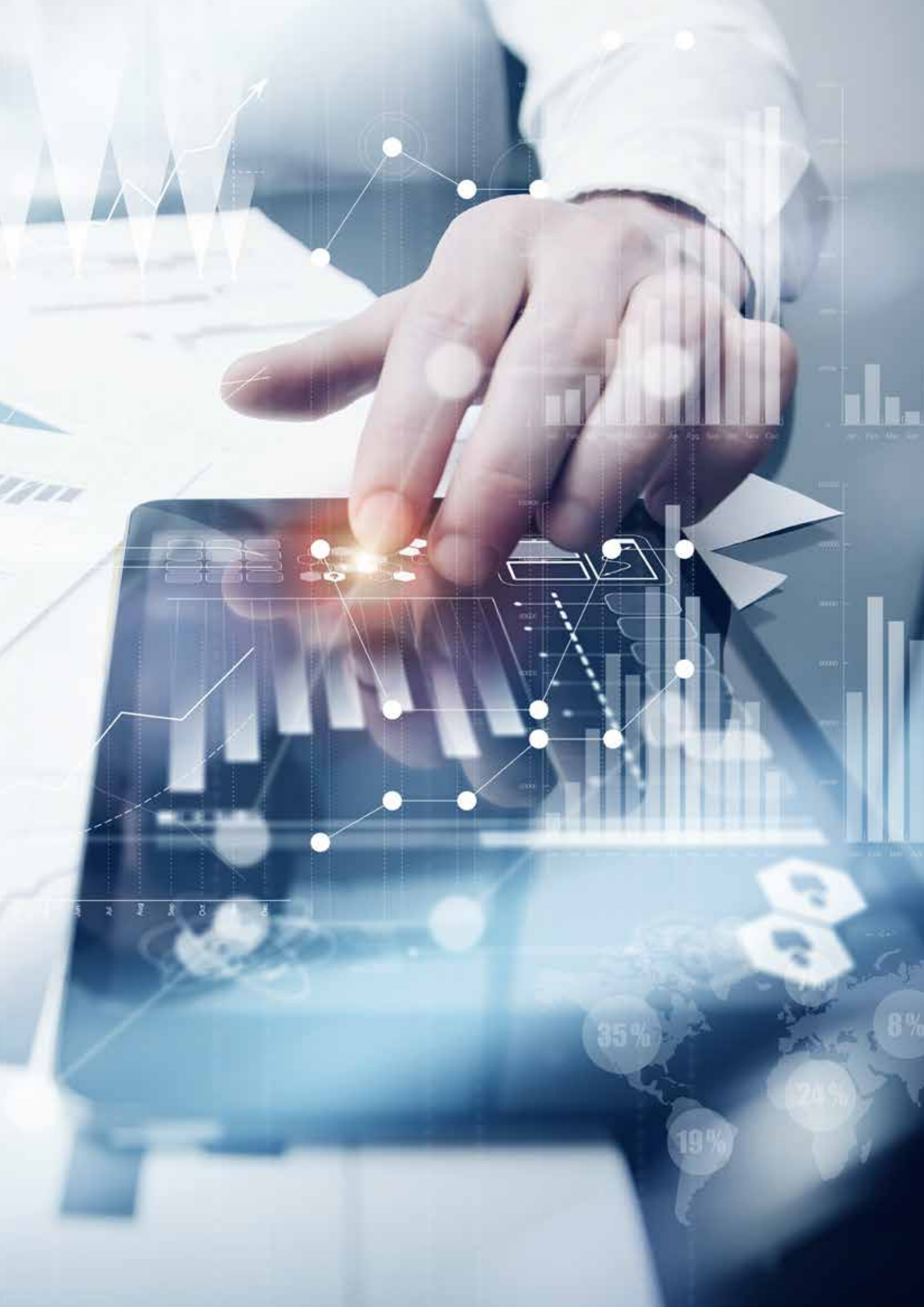
Sebagai langkah nyata untuk tetap fokus dan konsisten dalam pengembangan TI, Bank Artha Graha Internasional telah menetapkan rencana kerja untuk tahun 2020, yaitu memaksimalkan TI yang telah dikembangkan dan dioperasikan untuk mendukung strategi usaha Bank dan meningkatkan pelayanan bagi nasabah dengan 3 kunci inisiatif strategi:

1. Meningkatkan kerja sama dengan pihak ketiga *(3rd Party Alliance);*
2. Meningkatkan fitur produk *(product/channel enhancement);* dan
3. Meningkatkan infrastruktur dan operasi pengembangan infrastruktur TI untuk mendukung ekspansi bisnis yang diwujudkan melalui peningkatan kapasitas dan kapabilitas infrastruktur.

Information Technology Work Plan in 2020

As a concrete step to stay focused and consistent in developing IT, Bank Artha Graha Internasional has established a work plan for 2020, which is to maximize IT that has been developed and operated to support the Bank's business strategy and to improve services for customers with 3 key strategic initiatives:

1. Increasing cooperation with third parties (3rd Party Alliance);
2. Improving product features (product/channel enhancement); and
3. Improving infrastructure and operations of IT infrastructure development to support business expansion, which is realized through increasing capacity and capability of the infrastructure.


35%
8%
19%



Bank Artha Graha Internasional dapat mencatatkan pencapaian yang positif di tahun 2019, meskipun sedikit lebih rendah dari tahun sebelumnya. Total kredit yang disalurkan mencapai Rp13,74 triliun dan penghimpunan dana pihak ketiga mencapai Rp20,25 triliun sehingga pendapatan bunga – bersih mencapai Rp926,92 miliar.



Analisis dan **Pembahasan Manajemen**

Management Discussion and Analysis

Bank Artha Graha Internasional managed to record positive achievements in 2019, although it was slightly lower than that of previous year. Total loans disbursed reached Rp13.74 trillion and the collection of third-party funds reached Rp20.25 trillion, thus, net interest income reached Rp926.92 billion.

Tinjauan Perekonomian Global
Global Economic Overview



Pertumbuhan ekonomi global pada tahun 2019 melandai, namun ketidakpastian pasar keuangan global telah menurun. Perlambatan ekonomi terjadi di negara Amerika Serikat (AS) dan Tiongkok. Sementara itu, Eropa mengalami pertumbuhan ekonomi yang positif.

The global economic growth in 2019 was sloping, but the global financial market uncertainty was declining. The economic slowdown occurred in the United States (US) and China. Meanwhile, Europe experienced positive economic growth.

Perekonomian AS melambat dengan struktur yang lemah. Investasi melambat disebabkan oleh penurunan produktivitas dan ketegangan perdagangan yang berkepanjangan. Selain itu, ekspor juga tumbuh lemah karena dampak ketegangan perdagangan dengan Tiongkok. Perekonomian Tiongkok mengalami perlambatan seiring dampak negatif ketegangan hubungan dagang Amerika Serikat dengan Tiongkok. Stabilisasi manufaktur global mendorong adanya indikasi perbaikan pada kontraksi ekspor Tiongkok. Impor mulai mengalami ekspansi pada November 2019, didukung peningkatan permintaan menjelang akhir tahun. Dengan didorong oleh faktor musiman akhir tahun dan sentimen positif kesepakatan AS dan Tiongkok fase 1, prospek industri Tiongkok mulai membaik pada triwulan IV 2019.

The US economy was slowing with a weak structure. Investment slowed due to a decline in productivity and prolonged trade tension. Furthermore, exports also grew weak due to the impact of trade tensions with China. The Chinese economy slowed along with the negative impact of US trade relationship with China. The stabilization of global manufacturing led to indications of improvement in the contraction of Chinese exports. Imports began to expand in November 2019, supported by the increased demand towards the end of the year. Driven by year-end seasonal factors and positive sentiment of US-China phase 1 agreement, the prospect of China's industry began to improve in the fourth quarter of 2019.

Perekonomian Eropa tumbuh terbatas ditopang konsumsi, sejalan dengan kondisi ketenagakerjaan yang tetap baik. Penjualan mobil yang meningkat seiring dengan pengaturan emisi kendaraan menyebabkan perbaikan konsumsi. Namun, tekanan eksternal menyebabkan kinerja investasi, ekspor, dan

The European economy limited growth was supported by consumption, in line with the employment conditions that remained good. The increase in car sales in line with vehicle emission regulation led to improved consumption. However, external pressures weakened the investment, export, and

impor semakin melemah. Aktivitas sektor industri yang terus melemah menyebabkan perlambatan pada impor Eropa.

Perkembangan dari prospek ekonomi global ke depan akan dipengaruhi oleh kemajuan kesepakatan AS dengan Tiongkok, pemanfaatan pengalihan perdagangan oleh negara berkembang, efektivitas stimulus fiskal dan pelonggaran kebijakan moneter, serta kondisi geopolitik. Prospek pemulihan global tersebut dapat memengaruhi prospek pertumbuhan ekonomi domestik dan arus masuk modal asing.

Sumber:
Tinjauan Kebijakan Moneter Bank Indonesia Desember 2019.

import performance. The continued weakening of industrial sector caused a slowdown in European imports.

The development of the global economic prospect going forward will be influenced by the progress of the agreement between the US and China, the utilization of trade diversion by developing countries, the effectiveness of fiscal stimulus, and more flexible monetary policy, as well as geopolitical conditions. The prospect for global recovery can affect the prospect for domestic economic growth and foreign capital inflows.

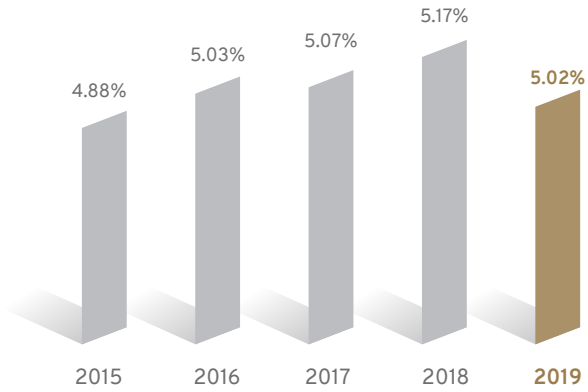
Source:
Bank Indonesia Monetary Policy Overview, December 2019.

Tinjauan Perekonomian Indonesia
Indonesian Economic Review

Di tengah besarnya tantangan ekonomi global, ekonomi Indonesia mampu terjaga dengan baik dan tumbuh sebesar 5,02%. Walaupun tingkat pertumbuhan tersebut lebih rendah dibanding capaian tahun 2018 sebesar 5,17%, namun inflasi tercatat sebesar 2,72% yang merupakan terendah sejak tahun 1999 dan rupiah berhasil menguat sebesar 3,64%.

In the midst of the great challenges of global economy, Indonesian economy was well maintained and grew by 5.02%. Although the growth rate was lower than the achievement in 2018 of 5.17%, inflation was recorded at 2.72%, which was the lowest since 1999 and rupiah managed to strengthen by 3.64%.

Pertumbuhan Ekonomi Indonesia
Indonesia Economic Growth



Rendahnya inflasi ini merupakan dampak keberhasilan kinerja pemerintah dalam memastikan kelancaran suplai bahan pokok dan harga bahan bakar yang stabil. Dengan situasi yang seperti ini, Sepanjang tahun 2019 Bank Indonesia menurunkan suku bunga acuannya (7-*day reverse repo rate*) sebanyak 4 kali dengan nilai 5,00% per akhir Desember 2019.

Walaupun perekonomian Indonesia melambat, laju pertumbuhan pada beberapa lapangan usaha meningkat. Sektor jasa lainnya mencapai pertumbuhan tertinggi sebesar 10,55%, diikuti jasa perusahaan sebesar 10,25%, serta informasi dan komunikasi sebesar 9,41%. Namun, pertumbuhan lapangan usaha dari jasa keuangan dan asuransi hanya mencapai 6,60%.

Sumber:
- Badan Pusat Statistik Pertumbuhan Ekonomi Indonesia Triwulan IV-2019 No., 5 Desember 2019.
- Tinjauan Kebijakan Moneter Bank Indonesia Desember 2019.

Low inflation was the impact of the government's performance success in ensuring smooth supply of basic commodities and stable fuel prices. With this situation, throughout 2019 Bank Indonesia cut its benchmark interest rate (7-day reverse repo rate) four times with a value of 5.00% at the end of December 2019.

Even though the Indonesian economy was slowing down, the growth rate of some business fields increased. Other services sector achieved the highest growth of 10.55%, followed by company services of 10.25%, and information and communication of 9.41%. However, the growth of business fields from financial services and insurance only reached 6.60%.

Source:
- Statistic Indonesia - Indonesia's Economic Growth in Quarter IV-2019 No. , 5 December 2019.
- Bank Indonesia Monetary Policy Overview, December 2019.

Tinjauan Industri
Industry Review

Pada tahun 2019, kinerja bank umum meningkat dibandingkan tahun sebelumnya. Peningkatan tersebut antara lain tercermin dari kinerja aset, dana pihak ketiga (DPK), dan kredit yang diberikan.

In 2019, the performance of commercial banks increased compared to that of previous year. The increase was among others reflected in the performance of assets, third-party funds (DPK), and loans.

Perbandingan Kinerja Bank Umum dan Bank BUKU II
Comparison of Performance of Commercial Banks and BUKU II Banks

(dalam miliar Rupiah/ in billion Rupiah)

Uraian	Bank Umum/ Commercial Banks		Bank BUKU II/ BUKU II Banks		Description
	2019	2018	2019	2018	
Kinerja Keuangan (dalam miliar Rupiah)					**Financial Performance** (in billion Rupiah)
Aset	8,212,611	7,751,621	905,190	823,832	Assets
Dana Pihak Ketiga	5,998,648	5,630,448	621,089	549,986	Third Party Funds
Kredit yang diberikan	5,683,757	5,358,012	569,146	525,714	Loans
Rasio Keuangan (dalam %)					**Financial Ratios** (in %)
Capital Adequacy Ratio (CAR)	23.40	22.97	25.44	26.28	Capital Adequacy Ratio (CAR)
Beban Operasional Pendapatan Operasional (BOPO)	79.39	77.86	88.32	86.21	Operating Expense to Operating Income (BOPO)
Return on Assets (ROA)	2.47	2.55	1.42	1.54	Return on Assets (ROA)
Rasio Intermediasi Makroprudensial (RIM)	94.43	94.78	90.38	94.03	Macroprudential Intermediation Ratio (MIR)
Net Interest Margin (NIM)	4.91	5.14	4.81	5.08	Net Interest Margin (NIM)
Non Performing Loan (NPL)	2.06	2.49	4.15	3.84	Non Performing Loan (NPL)

Aset

Sepanjang tahun 2019, aset Bank Umum tercatat sebesar Rp8.212,61 triliun, meningkat 5,95% dari Rp7.751,62 triliun pada tahun sebelumnya. Kenaikan tersebut didorong oleh peningkatan dana pihak ketiga sebesar 6,54% dan kredit yang diberikan sebesar 6,08%. Untuk aset Bank BUKU II, juga terjadi peningkatan sebesar 9,88% yang juga disebabkan oleh meningkatnya dana pihak ketiga sebesar 12,93% dan kredit yang diberikan sebesar 8,26%.

Assets

Throughout 2019, the assets of Commercial Banks were recorded at Rp8,212.61 trillion, an increase of 5.95% from Rp7,751.62 trillion of the previous year. The increase was driven by the increase in third party funds by 6.54% and loans by 6.08%. As for BUKU II Bank assets, there was also an increase of 9.88%, which was also caused by the increase in third party funds by 12.93% and loans by 8.26%.

Perkembangan Aset Bank Umum
Asset Growth of Commercial Banks

(dalam miliar Rupiah/ in billion Rupiah)

Uraian	2019	2018	Description
Bank Persero	3,574,130	3,342,996	State-Owned Banks
Bank Umum Swasta Nasional Devisa	3,393,130	3,126,359	Forex National Private Commercial Banks
Bank Umum Swasta Nasional Nondevisa	120,319	101,036	Non-Forex National Private Commercial Banks
Bank Pembangunan Daerah	717,518	655,963	Regional Development Banks
Bank Campuran	306,364	390,331	Joint Venture Banks
Bank Asing	451,514	451,661	Foreign Banks

Berdasarkan klasifikasi Bank, pada tahun 2019 kepemilikan aset terbesar berasal dari kelompok Bank Persero yang mencapai Rp3.574,13 triliun dan Bank Umum Swasta Nasional (BUSN) Devisa sebesar Rp3.393,13 triliun. Kepemilikan aset tersebut masing-masing mengalami peningkatan sebesar 6,91% dan 8,53%. Kepemilikan aset terendah berasal dari Bank Umum Swasta Nasional Devisa sebesar Rp120,32 triliun, yang juga meningkat sebesar 19,08% dibanding tahun sebelumnya yang mencapai Rp101,04 triliun.

Based on the Bank's classification, in 2019, the largest asset ownership came from the State-Owned Banks group, which reached Rp3,574.13 trillion and Forex National Private Commercial Banks (BUSN) of Rp3,393.13 trillion. The ownership of these assets increased by 6.91% and 8.53%, respectively. The lowest asset ownership came from the Forex National Private Commercial Banks of Rp120.32 trillion, which also increased by 19.08% compared to that of previous year, which reached Rp101.04 trillion.

Dana Pihak Ketiga

DPK masih mendominasi sumber dana perbankan, baik pada Bank Umum maupun Bank BUKU II. Sumber dana perbankan pada bank juga dapat berasal dari kewajiban kepada Bank Indonesia, kewajiban kepada bank lain, surat berharga yang diterbitkan, pinjaman yang diterima, kewajiban spot dan derivatif, kewajiban lainnya, serta setoran jaminan.

Third-Party Funds (DPK)

DPK still dominated the banking source of funds, either of Commercial Banks or BUKU II Banks. Sources of funds for banks can also be collected from obligations to Bank Indonesia, obligations to other banks, securities issued, loans received, spot and derivative obligations, other obligations, and guarantee deposits.

Perkembangan Dana Pihak Ketiga Bank Umum dan Bank BUKU II
Growth of Third-Party Funds of Commercial Banks and BUKU II Banks

(dalam miliar Rupiah/ in billion Rupiah)

Uraian	Bank Umum/ Commercial Banks		Bank BUKU II/ BUKU II Banks		Description
	2019	2018	2019	2018	
Giro	1,465,848	1,315,034	149,365	121,318	Demand Deposits
Tabungan	1,945,185	1,825,259	140,198	123,880	Savings
Simpanan Berjangka	2,587,615	2,490,155	331,525	304,788	Time Deposits
Total	5,998,648	**5,630,448**	621,089	**549,986**	Total

Pada tahun 2019, DPK Bank Umum mengalami kenaikan sebesar 6,54% dari Rp5.630,45 triliun menjadi Rp5.998,65 triliun. Kenaikan tersebut disebabkan oleh meningkatnya giro, tabungan, dan simpanan berjangka masing-masing naik sebesar 11,47%, 6,57%, dan 3,91%. Sejalan dengan DPK Bank Umum, DPK Bank BUKU II juga meningkat sebesar 12,93% dari Rp549,99 triliun menjadi Rp621,09 triliun. Peningkatan tersebut disebabkan oleh meningkatnya giro sebesar 23,12%; tabungan sebesar 13,17% dan simpanan berjangka sebesar 8,77%.

In 2019, the third-party funds of Commercial Banks increased by 6.54% from Rp5,630.45 trillion to Rp5,998.65 trillion. The increase was caused by the increase in demand deposits, savings, and time deposits by 11.47%, 6.57%, and 3.91%, respectively. In line with DPK of Commercial Banks, DPK of BUKU II Banks also increased by 12.93% from Rp549.99 trillion to Rp621.09 trillion. The increase was caused by the increase in demand deposits by 23.12%; savings by 13.17%, and time deposits by 8.77%.

Kredit yang Diberikan

Penyaluran dana terdiri dari kredit yang diberikan, penempatan pada bank lain, penempatan pada Bank Indonesia, surat berharga, penyertaan, cadangan kerugian penurunan nilai aset keuangan (CKPN), tagihan spot dan liabilitas derivatif, serta tagihan lainnya.

Loans

Loans distribution consists of loans, placements with other banks, placements with Bank Indonesia, securities, investments, allowance for impairment losses (CKPN) of financial assets, spot receivables and derivative liabilities and other receivables.

Perkembangan Kredit yang Diberikan Bank Umum dan Bank BUKU II
Growth of Loans of Commercial Banks and BUKU II Banks

(dalam miliar Rupiah/ in billion Rupiah)

Uraian	Bank Umum/ Commercial Banks		Bank BUKU II/ BUKU II Banks		Description
	2019	2018	2019	2018	
Kepada Pihak Ketiga	5,616,992	5,294,882	561,326	517,132	To Third Parties
Kepada Bank Lain	66,766	63,130	7,820	8,582	To Other Banks
Total	**5,683,757**	**5,358,012**	**569,146**	**525,714**	**Total**

Pada tahun 2019, penyaluran kredit pada Bank Umum tumbuh sebesar 6,08% dari Rp5.358,01 triliun pada tahun 2018 menjadi Rp5.683,76 triliun. Kenaikan tersebut khususnya didominasi oleh meningkatnya penyaluran kredit kepada pihak ketiga maupun kepada bank lain yang masing-masing naik sebesar 6,08% dan 5,76%. Untuk penyaluran kredit pada Bank BUKU II juga tumbuh sebesar 8,26% dari Rp525,71 miliar menjadi Rp569,15 miliar, dimana terjadi kenaikan sebesar 8,55%.

In 2019, loans of Commercial Banks grew by 6.08%, from Rp5,358.01 trillion in 2018 to Rp5,683.76 trillion. The increase was particularly dominated by the increase in loans to third parties and other banks, which rose by 6.08% and 5.76%, respectively. Loans of BUKU II Banks also grew by 8.26% from Rp525.71 billion to Rp569.15 billion, which increased by 8.55%.

Rasio Keuangan

Untuk rasio kecukupan modal minimum (CAR) perbankan pada Bank Umum masih cukup tinggi mencapai 23,40%, terjadi kenaikan sebesar 0,43% dibanding tahun 2018 sebesar 22,97%. Sementara itu, nilai CAR pada Bank BUKU II tahun 2019 sebesar 25,44%, menurun 0,83% bila dibanding tahun sebelumnya yang mencapai 26,28%.

Financial Ratios

The minimum capital adequacy ratio (CAR) of Commercial Banks was still quite high, reaching 23.40%, an increase of 0.43% compared to that of 2018 of 22.97%. Meanwhile, CAR value of BUKU II Banks in 2019 was 25.44%, a decrease of 0.83% compared to that of previous year of 26.28%.

Dari sisi efisiensi yang tercermin dari indikator rasio Beban Operasional Pendapatan Operasional (BOPO), baik Bank Umum maupun Bank Buku II mengalami peningkatan dibanding pada tahun sebelumnya. Rasio BOPO Bank Umum tercatat sebesar 79,39% di akhir 2019, meningkat sebesar 1,53% dibanding tahun 2018 yang mencapai 77,86%. Sedangkan rasio BOPO Bank BUKU II, menunjukkan peningkatan dari 86,21% pada tahun 2018 menjadi 88,32% pada tahun 2019.

In terms of efficiency, which is reflected by Operating Expenses to Operating Income (BOPO) ratio indicator, both Commercial Banks and BUKU II Banks experienced an increase compared to those of previous year. BOPO Ratio of Commercial Banks was recorded at 79.39% at the end of 2019, an increase of 1.53% compared to that of 2018, which reached 77.86%. While BOPO ratio of BUKU II Banks showed an increase from 86.21% in 2018 to 88.32% in 2019.

Untuk rasio *Return On Assets* (ROA) Bank Umum menunjukkan sedikit penurunan sebesar 0,08% menjadi 2,47% pada tahun 2019 dibandingkan sebelumnya sebesar 2,55% pada tahun 2018. Sementara itu, untuk ROA Bank BUKU II menunjukkan penurunan sebesar 0,11% dari tahun 2018 sebesar 1,54% menjadi 1,42% pada tahun 2019. Penurunan tersebut tidak terlalu memengaruhi kemampuan Bank Umum maupun Bank BUKU II dalam mengatur semua aset yang dimiliki untuk menghasilkan laba.

The Return on Assets (ROA) ratio of Commercial Banks showed a slight decrease of 0.08% to 2.47% in 2019 compared to previously 2.55% in 2018. Meanwhile, ROA of BUKU II Banks showed a decrease of 0.11% from that of 2018 of 1.54% to 1.42% in 2019. The decline did not significantly affect the ability of Commercial Banks or BUKU II Banks to manage all assets owned to generate profits.

Berdasarkan kondisi likuiditas hingga Desember 2019, kondisi likuiditas Bank Umum tercermin dari LDR dapat dijaga di level yang baik yaitu 94,43%, atau turun sebesar 0,35% dibanding tahun 2018 yang mencapai 94,78%. Level LDR Bank BUKU II masih lebih baik dibanding level LDR Bank Umum yang mencapai 90,38%, menurun sebesar 3,65% dibandingkan pada tahun 2018 sebesar 94,30%.

Based on the liquidity condition until December 2019, the liquidity condition of Commercial Banks as reflected by the LDR was maintained at a good level of 94.43%, or decreased by 0.35% compared to that of 2018, which reached 94.78%. The LDR level of BUKU II Banks was still better than the LDR level of Commercial Banks, which reached 90.38%, a decrease of 3.65% compared to that of 2018 of 94.30%.

Selama tahun 2019, profitabilitas Bank Umum dan Bank BUKU II yang terlihat dari *Net Interest Margin* (NIM) tengah mengalami tekanan. NIM Bank Umum dan Bank BUKU II masing-masing turun menjadi 4,91% dan 4,81%, dari sebelumnya 5,14% dan 5,08% pada tahun 2018. Penurunan NIM pada Bank Umum dan Bank BUKU II terjadi masing-masing sebesar 0,23% dan 0,27%.

Throughout 2019, the profitability of Commercial Banks and BUKU II Banks as seen from the Net Interest Margin (NIM) was under pressure. NIM of Commercial Banks and BUKU II Banks fell to 4.91% and 4.81%, respectively, from 5.14% and 5.08% in 2018, respectively. The decline of NIM of Commercial Banks and BUKU II Banks was by 0.23% and 0.27%, respectively.

Untuk kualitas kredit, rasio *Non Performing Loan* (NPL) Bank Umum menurun sebesar 0,43% menjadi 2,06% pada 2019 dari sebelumnya 2,49% pada tahun 2018. Kondisi sebaliknya dialami oleh Bank BUKU II yang mengalami peningkatan NPL sebesar 0,31% menjadi 4,15% per Desember 2019 dibanding posisinya pada 2018 yang sebesar 3,84%. Nilai persentase NPL yang semakin kecil menunjukkan kualitas kredit yang lebih baik.

In terms of credit quality, the Non-Performing Loans (NPL) ratio of Commercial Banks decreased by 0.43% to 2.06% in 2019 from previously 2.49% in 2018. On the other hand, BUKU II Banks experienced an increase in NPL of 0.31% to 4.15% as of December 2019 compared to its position in 2018, which was 3.84%. Smaller percentage of NPL indicates better credit quality.

Sumber:
Statistik Perbankan Indonesia Desember 2019 Volume 18 No. 1.

Source:
Indonesian Banking Statistics December 2019 Volume 18 No. 1.

Aspek Pemasaran
Marketing Aspect

Bank Artha Graha Internasional menjalankan usahanya dengan menghimpun dana masyarakat yang disalurkan dalam bentuk pemberian kredit kepada perorangan maupun korporasi. Selain itu, Bank juga telah melakukan strategi pemasaran melalui pengembangan produk dan bisnis untuk mempertahankan dan meningkatkan posisi Bank Artha Graha Internasional di industri perbankan Indonesia.

Strategi Pemasaran dalam Pengembangan Produk dan Bisnis

Strategi Pemasaran

Bank telah melakukan pengembangan produk menuju solusi keuangan yang tepat, efisien, dan praktis sesuai dengan misi Bank, yaitu memberikan solusi keuangan yang komprehensif dan inovatif sesuai kebutuhan pasar. Berikut strategi pemasaran yang telah disusun.

1. Strategi pemasaran produk dan jasa perbankan.
   Pada tahun 2019, Bank fokus melakukan kegiatan pemasaran kepada relasi dan jaringan Artha Graha serta debitur korporasi dengan menawarkan berbagai kemudahan solusi transaksi keuangan melalui *corporate internet banking*, kerja sama *payroll*, dan kemudahan *monitoring* pendapatan melalui fitur pembayaran *virtual account*. Bank juga melakukan kerja sama promosi bersama berupa *booth exhibition* dan *point of sales* di *outlet* ritel seperti Electronic City, Telesindo Shop, dan lokasi lain untuk menjaring nasabah baru.

   Kerja sama dengan jaringan Artha Graha juga diperluas dengan memberikan diskon khusus bagi nasabah yang melakukan transaksi menggunakan Kartu Debit GPN Bank Artha Graha Internasional. Selain itu, untuk meningkatkan keterikatan dengan nasabah, *frontliner* kantor cabang secara berkala mengirimkan beragam informasi produk dan layanan Bank yang dapat dimanfaatkan oleh nasabah melalui aplikasi pesan singkat. Aktivitas ini diharapkan dapat meningkatkan *brand awareness* dan transaksi dari nasabah.

2. Pengembangan *platform* digital.
   Pada era industri 4.0 ini yang merupakan era digitalisasi di segala lini industri, Bank melihat kesempatan ini sebagai wadah untuk dapat berkolaborasi membangun bisnis baru dengan mitra kerja sama. Di tahun 2019, Bank tengah mempersiapkan suatu sistem yang dapat mengakomodir kebutuhan integrasi antara sistem Bank dengan sistem pihak ketiga, sehingga dapat membangun ekosistem digital yang saling menguntungkan. Pengembangan melalui *plaform* API diharapkan dapat mengakomodir kerja sama yang nantinya terbangun dari *bussiness to business* (B2B).

Bank Artha Graha Internasional runs its business by collecting public funds which are then channeled in the form of loans to individuals or corporations. Furthermore, the Bank also carries out marketing strategies through product and business development to maintain and increase Bank Artha Graha Internasional's position in the Indonesian banking industry.

Marketing Strategy in Product and Business Development

Marketing Strategies

The Bank has developed its products towards appropriate, efficient, and practical financial solutions in accordance with the Bank's mission to provide comprehensive and innovative financial solutions according to market needs. Here are the prepared marketing strategies.

1. Marketing strategies of banking products and services.
   In 2019, the Bank focused on conducting marketing activities to its relatives and networks of Artha Graha, and corporate debtors by offering various transaction facilities through corporate internet baking, payroll cooperation, and convenience in monitoring revenue through virtual account payment feature. The Bank also cooperates by conducting joint promotions in the form of exhibition booths and point of sales at retail outlets such as Electronic City, Telesindo Shop, and other locations to attract new customers.

   Cooperation with Artha Graha's network was also expanded by providing special discounts for customers making transactions using Bank Artha Graha Internasional's GPN debit card. Furthermore, to increase engagement with customers, frontliners at branch offices periodically sent various information of the Bank's products and services that can be useful for the customers through short message application. This activity was expected to increase brand awareness and transactions from customers.

2. Development of digital platforms.
   In the industrial era 4.0, which is the digitalization era in all lines of industry, the Bank sees this opportunity as a forum for collaboration in building new business with collaborative partners. In 2019, the Bank prepared a system that can accommodate the integration needs between the Bank's system and third-party systems, in order to build a mutually beneficial digital ecosystem. Development through API platform is expected to accommodate cooperation that will later be built from business to business (B2B).

Di samping itu, dalam rangka memperluas *channel* akuisisi, Bank juga mengembangkan fitur pembukaan rekening *online* melalui aplikasi AGI Mobile untuk pengguna Android dan iPhone. Proses pembukaan rekening dapat dilakukan tanpa harus datang ke Bank, cukup dengan memasukkan data di AGI Mobile dan selanjutnya dilakukan proses verfikasi melalui video call oleh petugas bank. Pengembangan juga dilakukan pada *Corporate Internet Banking* untuk mengakomodir kebutuhan nasabah akan layanan *payroll* yang dapat memberikan kemudahan dalam transaksi tanpa terbatas jam operasional kantor cabang.

3. Mendukung program pemerintah.
   Bank Artha Graha Internasional berkomitmen dalam mendukung program pemerintah, diantaranya dengan berkunjung ke sekolah-sekolah dan memberikan edukasi kepada pelajar agar gemar menabung, sekaligus memperkenalkan dunia perbankan sejak dini melalui Tabungan Simpanan Pelajar (Simpel). Selain itu, Bank juga telah ikut sebagai penyelenggara Program Laku Pandai melalui *Tabungan Basic Saving Account* serta implementasi penggantian kartu ATM dengan teknologi chip dan fitur Gerbang Pembayaran Nasional yang memiliki kelebihan dalam pemanfaatan layanan tarik tunai di ATM dan transaksi debit belanja di seluruh Indonesia serta dalam rangka mendukung Gerakan Nasional Non Tunai di Indonesia.

Strategi Pengembangan Produk dan Bisnis

Strategi pengembangan produk difokuskan pada peningkatan komposisi dana tabungan dan rekening giro (CASA) dengan meningkatkan aksesibilitas dan kemudahan nasabah dalam melakukan transaksi perbankan, serta melalui berbagai program akuisisi nasabah, diantaranya program *cashback* untuk pembelian barang elektronik dan *gadget*, produk Tabungan Pintar untuk rencana masa depan, dan Tabungan Wira yang memberikan suku bunga kompetitif. Dalam upaya meningkatkan *fee based income*, Bank meluncurkan beberapa program dan aktifitas peningkatan transaksi yang dapat menghasilkan *fee based income*, seperti pembayaran transaksi *e-commerce*, pembayaran tagihan, isi ulang pulsa, serta beberapa program seperti *safe deposit box*.

Selain pengembangan produk, Bank mempersembahkan *Cafe Banking*, yaitu layanan perbankan dengan nuansa *coffee lounge* yang mengikuti tren gaya hidup yang didukung dengan layanan *one stop service* berbasis digital. Di *Cafe Banking* nasabah dapat memanfaatkan berbagai fasilitas, seperti *co-working space*, *meeting* dengan relasi bisnis, atau sekedar minum kopi dengan nyaman.

Secara lebih rinci, strategi pengembangan produk dan bisnis yang dilakukan pada tahun 2019 diuraikan sebagai berikut.

1. Pengembangan bisnis ke arah digital *banking* mengingat banyaknya keterbatasan sumber daya manusia (SDM) di *frontliners*, biaya operasional yang tinggi, pergeseran transaksi pembayaran dari *offline* menjadi *online*, pentingnya kolaborasi dengan perusahaan *fintech* dan *e-commerce* untuk pendanaan, serta pembiayaan sektor mikro dan UKM.

In addition, in order to expand the acquisition channel, the Bank also developed an online account opening feature through the AGI Mobile application for Android and iPhone users. The account opening process can be carried out without having to come to the Bank, simply by entering data in AGI Mobile and then the verification process is done through a video call by the bank officer. Development is also being carried out on Corporate Internet Banking to accommodate customer needs for payroll services that can provide convenience in transactions outside the limited hours of branch office operations.

3. Supporting government programs.
   Bank Artha Graha Internasional is committed to supporting government programs, including by visiting schools and educating students to be fond of saving money, as well as introducing the banking world early on through Student Savings Accounts (Simple). Moreover, the Bank has also participated as the organizer of Laku Pandai Program through the Basic Savings Account and the implementation of ATM card replacement with chip technology and the National Payment Gateway feature that has advantages in utilizing cash withdrawal services at ATMs and shopping debit transactions throughout Indonesia and in the framework of supporting the National Non-Cash Movement in Indonesia.

Product and Business Development Strategy

The product development strategy is focused on improving the composition of current account saving account (CASA) by increasing the accessibility and convenience of customers in conducting banking transactions and through various customer acquisition programs, including cashback program for purchasing electronic goods and gadgets, Pintar Savings products for future plans, and Wira Savings, which provides competitive interest rates. In an effort to increase fee-based income, the Bank launched several programs and activities to increase transactions that can generate fee-based income, such as e-commerce transaction payments, bill payments, phone credit reloads, and several programs such as safe deposit boxes.

In addition to product development, the Bank presented Cafe Banking, a banking service with a coffee lounge nuance that follows the lifestyle trend and is supported by digital-based one-stop service. At Cafe Banking, customers can take advantage of various facilities such as co-working space, meetings with business relations, or just drinking coffee comfortably.

In more details, the product and business development strategy undertaken in 2019 is described as follows.

1. Business development towards digital banking, considering the many limitations of Human Resources (HR) in front liners, high operational costs, shifting payment transactions from offline to online, the importance of collaboration with Fintech and e-Commerce companies for funding and also financing the micro sector and SME.

2. Melakukan *cross selling* dan *value chain financing* dengan jaringan Artha Graha guna menambah *customer base* Bank. Intensifikasi bisnis menggunakan sistem *closed loop* yang berisiko rendah, melihat besarnya peluang pasar ritel di 2030.
3. Penambahan *fee based income* melalui provisi komisi, *transactional banking*, *bill payment*, penjualan produk investasi milik pihak ketiga dan juga kolaborasi dengan perusahaan *fintech payment* dan *e-commerce*.
4. Fokus pada pendanaan berbasis *mobile* yang terhubung dengan *e-commerce*, *fintech*, *bill* aggregator, dan *merchant*. Produk pendanaan tersebut seperti tabungan milenial, tabungan masa depan, produk investasi, *e-money*, dan lain-lain.

2. Cross selling and value chain financing with Artha Graha's network in order to increase the Bank's customer base. This business intensification uses a closed loop system that is low risk, seeing the size of the retail market opportunity in 2030.
3. Additional fee-based income through commission provision, transactional banking, bill payments, sales of investment products belonging to third parties, and also collaboration with Fintech Payment and e-Commerce companies.
4. Focusing on mobile-based funding connected to e-Commerce, fintech, bill aggregator, and merchant. Funding products such as millennial savings, future savings, investment products, e-Money, and others.

Pangsa Pasar

Segmen Pasar

Bank Artha Graha Internasional berkomitmen untuk melayani kebutuhan keuangan dan transaksi nasabah di berbagai segmen pasar sesuai dengan layanan dan produk yang ditawarkan, mulai dari tabungan untuk anak, tabungan untuk rencana masa depan, hingga tabungan bisnis untuk pengusaha. Didasari oleh komitmen dan didukung oleh produk dan layanan yang berkualitas, Bank dapat tumbuh dan berkembang serta mampu memantapkan posisinya di dunia perbankan. Bank memiliki kebijakan dalam memperoleh dana yang ekonomis dan stabil melalui pengembangan produk. Pengembangan produk ini diharap dapat memahami keinginan dan kebutuhan nasabah, dengan berorientasi pada peningkatan kualitas pelayan terhadap nasabah. Oleh karena itu, sumber daya yang dimiliki akan difokuskan pada target tersebut.

Kondisi Persaingan

Bank Artha Graha Internasional merupakan bank umum BUKU II yang memiliki persaingan usaha dengan bank umum dan khususnya bank BUKU II lainnya yang ada di Indonesia. Persaingan usaha tersebut antara lain berdasarkan jumlah aset yang dimiliki, jumlah dana pihak ketiga yang berhasil dihimpun, dan jumlah kredit yang diberikan oleh Bank.

Market Share

Market Segments

Bank Artha Graha Internasional is committed to serving customers' financial needs and transactions in various market segments in accordance with the services and products offered, ranging from savings for children, savings for future plans, to business savings for entrepreneurs. Based on commitment and supported by quality products and services, the Bank can grow and develop and be able to strengthen its position in the banking world. The Bank has a policy for collecting economical and stable funds through product development. This product development is expected to be able to understand customers wants and needs, with an orientation to improve the services quality for customers. Therefore, the existing resources will be focused on this target.

Competition Condition

Bank Artha Graha Internasional is a BUKU II commercial bank that has business competition with commercial banks and in particular other BUKU II banks in Indonesia. Such business competition among others is based on the total assets owned, total third-party funds successfully collected, and total loans provided by the Bank.

Pangsa Pasar Bank Artha Graha Internasional di Bank Umum dan Bank BUKU II
Market Share of Bank Artha Graha Internasional among Commercial Banks and BUKU II Banks

(dalam miliar Rupiah, kecuali dinyatakan lain/ in billions of Rupiah, unless stated otherwise)

Uraian/ Description		2019	2018
Aset Assets	Bank Umum/Commercial Banks	8,212,611	7,751,621
	Bank BUKU II/BUKU II Banks	905,190	823,832
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	25,532	26,025
	Pangsa Pasar Bank Umum (%) Market Share among Commercial Banks (%)	0.31	0.34
	Pangsa Pasar Bank BUKU II (%) Market Share among BUKU II Banks (%)	2.82	3.16

Uraian/ Description		2019	2018
Dana Pihak Ketiga Third-Party Funds (DPK)	Bank Umum/Commercial Banks	5,998,648	5,630,448
	Bank BUKU II/BUKU II Banks	621,089	549,986
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	20,250	20,455
	Pangsa Pasar Bank Umum (%) Market Share among Commercial Banks (%)	0.34	0.36
	Pangsa Pasar Bank BUKU II (%) Market Share among BUKU II Banks (%)	3.26	3.72
Kredit yang Diberikan Loans	Bank Umum/Commercial Banks	5,683,757	5,358,012
	Bank BUKU II/BUKU II Banks	569,146	525,714
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	13,737	15,665
	Pangsa Pasar Bank Umum (%) Market Share among Commercial Banks (%)	0.24	0.29
	Pangsa Pasar Bank BUKU II (%) Market Share among BUKU II Banks (%)	2.41	2.98
Perbandingan Rasio Keuangan Bank Artha Graha Internasional dengan Bank Umum dan Bank BUKU II (%) Comparison of Financial Ratios of Bank Artha Graha Internasional with Commercial Banks and BUKU II Banks			
CAR	Bank Umum/Commercial Banks	23.40	22.97
	Bank BUKU II/BUKU II Banks	25.44	26.28
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	18.55	19.80
BOPO	Bank Umum/Commercial Banks	79.39	77.86
	Bank BUKU II/BUKU II Banks	88.32	86.21
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	105.11	97.12
ROA	Bank Umum/Commercial Banks	2.47	2.55
	Bank BUKU II/BUKU II Banks	1.42	1.54
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	(0.30)	0.27
RIM	Bank Umum/Commercial Banks	94.43	94.78
	Bank BUKU II/BUKU II Banks	90.38	94.03
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	68.29	77.18
NIM	Bank Umum/Commercial Banks	4.91	5.14
	Bank BUKU II/BUKU II Banks	4.81	5.08
	Bank Artha Graha Internasional/Bank Artha Graha Internasional	4.77	5.39
NPL Bruto Gross NPL	Bank Umum Commercial Banks	2.06	2.49
	Bank BUKU II BUKU II Banks	4.15	3.84
	Bank Artha Graha Internasional Bank Artha Graha Internasional	5.71	5.99

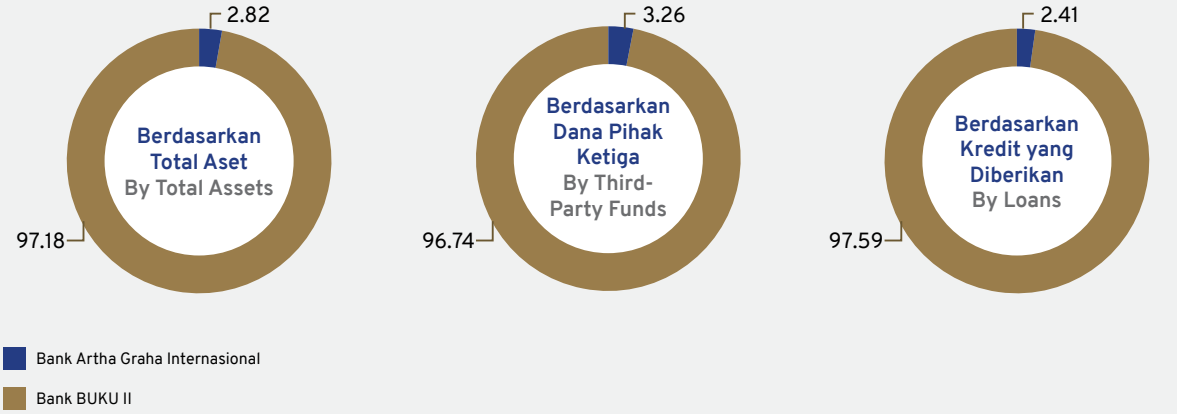
Sumber: Statistik Perbankan Indonesia Desember 2019 Volume 18 No. 1.
Source: Indonesian Banking Statistics December 2019 Volume 18 No. 1.

Pada tahun 2019, pangsa pasar Bank Artha Graha Internasional untuk bank umum mengalami penurunan, baik dari segi pencapaian aset, dana pihak ketiga, maupun kredit yang diberikan. Sejalan dengan menurunnya pangsa pasar Bank di bank umum, pangsa pasar Bank pada kelompok bank BUKU II juga mengalami penurunan. Penurunan tersebut disebabkan masih terbatasnya pertumbuhan bank dibandingkan perbankan lainnya secara umum.

In 2019, the market share of Bank Artha Graha Internasional among Commercial Banks experienced a decrease, either in terms of achieving assets, third-party funds, and loans. In line with the decline in the Bank's market share among Commercial Banks, the Bank's market share in BUKU II Banks also declined. The decline was due to the limited growth of the Bank compared to that of other banks in general.

Pangsa Pasar Bank Artha Graha Internasional di Bank BUKU II Tahun 2019
Market Share of Bank Artha Graha Internasional among BUKU II Banks in 2019

(dalam %/In%)



Tinjauan Operasi per Segmen Usaha
Operational Overview per Business Segment

Kinerja Jumlah Kantor dan Karyawan

Jumlah Karyawan

Kegiatan operasional Bank Artha Graha Internasional perlu didukung dengan jumlah karyawan yang memadai. Pada tahun 2019, total karyawan Bank sebanyak 1.993 orang, menurun dibandingkan tahun sebelumnya yang mencapai 2.386 orang.

Jumlah Kantor

Untuk menjangkau nasabah, Bank juga mengelola sebaran kantor di seluruh wilayah di Indonesia dengan tetap mempertimbangkan efisiensi biaya operasional.

Number of Offices and Employee Performance

Total Employees

Bank Artha Graha Internasional's operational activities need to be supported by sufficient number of employees. In 2019, the Bank's total employees were 1,993 people, a decrease compared to that of previous year, which reached 2,386 people.

Total Number of Offices

To reach customers, the Bank also manages office distribution in all regions in Indonesia while still considering the operational cost efficiency.

Jenis Kantor	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Type of Office
Kantor Cabang	33	36.26	34	34.00	(2.94)	Branch Offices
Kantor Cabang Pembantu	54	59.34	58	58.00	(6.90)	Sub-branch Offices
Kantor Kas	4	4.40	8	8.00	(50.00)	Cash Offices
Total	91	**100.00**	**100**	**100.00**	**(9.00)**	Total

Pada tahun 2019, masing-masing jumlah kantor cabang, cabang pembantu, dan kas sebanyak 33, 54, dan 4, sedangkan pada tahun 2018, masing-masing sebanyak 34, 58, dan 8 kantor. Penurunan ini menunjukan upaya Bank dalam mengoptimalkan jaringan kantor.

In 2019, each number of branch offices, sub-branch offices, and cash offices was 33, 54, and 4, respectively, while in 2018, each was 34, 58, and 8, respectively. This decrease shows the Bank's efforts to optimize office network.

Kinerja Segmen Operasi

Bank Artha Graha Internasional membagi kegiatan usaha berdasarkan segmen operasi dan segmen geografis. Berikut segmen operasi yang dimiliki oleh Bank:

1. Produktif
   Pinjaman yang diberikan kepada sektor produktif, terdiri dari kredit modal kerja dan investasi;
2. Konsumtif
   Pinjaman yang diberikan untuk keperluan konsumtif;
3. *Treasury*
   Terkait dengan kegiatan *treasury* Bank, termasuk transaksi *money market* dan investasi dalam bentuk penempatan dan surat berharga; serta
4. Lain-lain
   Terdiri atas aktivitas *back office* dan direktorat yang tidak menghasilkan laba.

Sedangkan, segmen geografis dibagi berdasarkan daerah Jakarta, Jawa, Sumatera, Sulawesi, Kalimantan, dan lainnya.

Operating Segment Performance

Bank Artha Graha Internasional divides its business activities by operating segment and geographic segment. The following are the Bank's operating segments:

1. Productive
   Loans to productive sector, consisting of working capital loans and investment;
2. Consumptive
   Loans for consumptive purposes;
3. Treasury
   Related to the Bank's treasury activities, including money market transactions and investment in the form of placements and securities; and
4. Others
   Consisting of back office activities and directorate that does not generate profits.

While the geographical segment is divided into regions of Jakarta, Java, Sumatra, Sulawesi, Kalimantan, and others.

Penjelasan Kinerja Segmen Operasi

Segmen Penyaluran Dana

Produk penyaluran dana Bank Artha Graha Internasional dikelompokkan berdasarkan tujuan penggunaan kredit, yaitu produktif, konsumtif, dan lain-lain.

1. Kredit produktif diberikan melalui *revolving loan, fixed loan,* pinjaman rekening koran, kredit modal usaha, kredit usaha rakyat, kredit UMKM.
2. Kredit konsumtif terdiri dari kredit pemilikan rumah (KPR Graha), kredit tanpa agunan, kredit pemilikan rumah fasilitas likuiditas pembiayaan perumahan (KPR FLPP), kredit pemilikan mobil, dan kredit pemilikan apartemen.
3. Lain-lain mencakup *money market line, letter of credit, trust receipt,* dan bank garansi.

Explanation of Operating Segment Performance

Lending Segment

Bank Artha Graha Internasional's lending products are classified based on the credit purposes, which are productive, consumptive, and others.

1. Productive loans are provided through revolving loans, fixed loans, current account loans, business capital loans, micro community commercial loans, MSME loans.
2. Consumptive loans consist of mortgage loans (KPR Graha), unsecured loans, housing financing liquidity facility mortgage loans (KPR FLPP), car ownership loans, and apartment ownership loans.
3. Other loans including money market line, letter of credit, trust receipt, and bank guarantee.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Description
Kredit Produktif	10,800,417	78.62	12,983,164	82.88	(16.81)	Productive Loans
Kredit Konsumtif	2,936,480	21.38	2,681,474	17.12	9.51	Consumptive Loans
Total	13,736,897	**100.00**	**15,664,638**	**100.00**	**(12.31)**	Total

Pada akhir tahun 2019, total kredit yang disalurkan oleh Bank Artha Graha Internasional mencapai Rp13,74 triliun, menurun sebesar 12,31% dari Rp15,66 triliun per akhir tahun 2018. Penurunan ini diakibatkan oleh kredit produktif yang mengalami penurunan sebesar 16,81% atau setara Rp2,18 triliun.

As of the end of 2019, total loans distributed by Bank Artha Graha Internasional reached Rp13.74 trillion, a decrease of 12.31% from Rp15.66 trillion as of the end of 2018. This decrease was caused by productive loans which decreased by 16.81% or equivalent to Rp2.18 trillion.

Segmen Penghimpunan Dana

Segmen penghimpunan dana Bank Artha Graha Internasional terdiri dari produk tabungan, giro, dan deposito. Kinerja penghimpunan dana dijelaskan sebagai berikut.

Funding Segment

Bank Artha Graha Internasional's funding segment consists of savings, demand deposits, and time deposits. The performance of funding segment is explained as follows.

Jumlah Penghimpunan Dana
Total Funding

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Description
Tabungan	1,593,985	7.87	1,581,992	7.73	0.76	Savings Accounts
Giro	4,495,854	22.20	4,087,800	19.98	9.98	Demand Deposits
Deposito Berjangka	14,159,953	69.93	14,785,261	72.28	(4.23)	Time Deposits
Total	**20,249,792**	**100.00**	**20,455,053**	**100.00**	**(1.00)**	Total

Berdasarkan dana yang dihimpun, total penghimpunan dana pihak ketiga Bank Artha Graha Internasional di tahun 2019 mengalami penurunan sebesar 1,00% dari Rp20,46 triliun di tahun 2018 menjadi Rp20,25 triliun di tahun 2019. Penurunan ini didominasi oleh penurunan dana pihak ketiga dalam bentuk deposito berjangka sebesar Rp0,63 triliun atau 4,23%.

Based on the funds collected, the total collection of third-party funds by Bank Artha Graha Internasional in 2019 decreased by 1.00% from Rp20.46 trillion in 2018 to Rp20.25 trillion in 2019. The decrease was dominated by the decrease of third-party funds in the form of time deposits by Rp0.63 trillion or 4.23%.

Tabungan

Tabungan merupakan salah satu produk yang ditawarkan Bank untuk menghimpun dana nasabah secara langsung. Bank menerima setoran dana dari nasabah dan memperkenankan nasabah untuk melakukan penarikan dana sewaktu-waktu. Kinerja operasional produk tabungan Bank dalam 2 tahun terakhir diuraikan sebagai berikut.

Savings

Savings is one of the products offered by the Bank to directly collect customer funds. The Bank accepts fund deposits from customers and allows customers to withdraw funds at any time. The operating performance of the Bank's savings products for the last 2 years is described below.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Description
Pihak Berelasi						**Related Parties**
Rupiah	30,935	1.94	12,857	0.81	140.61	Rupiah
Pihak Ketiga						**Third Parties**
Rupiah	1,563,050	98.06	1,569,135	99.19	(0.39)	Rupiah
Total	**1,593,985**	**100.00**	**1,581,992**	**100.00**	**0.76**	Total

Namun demikian, jumlah dana tabungan yang dihimpun Bank naik sebesar 0,76%, dari Rp1,58 triliun di tahun 2018 menjadi Rp1,59 triliun di 2019. Kenaikan dana tabungan khususnya berasal dari dana pihak ketiga.

However, the total savings funds collected by the Bank increased by 0.76%, from Rp1.58 trillion in 2018 to Rp1.59 trillion in 2019. The increase in savings funds particularly came from third-party funds.

Giro

Giro merupakan simpanan bagi nasabah perorangan dan perusahaan dalam mata uang Rupiah dan Valuta Asing sebagai sarana penunjang bisnis yang aman dan menguntungkan dengan media penarikan cek/bilyet giro (BG). Kinerja operasional produk giro Bank dalam 2 tahun terakhir dijelaskan sebagai berikut.

Demand Deposits

Demand deposits represent deposits for individual and corporate customers denominated in Rupiah and Foreign Currency which are intended to support a safe and profitable business by means of withdrawal of checks/crossed checks (BG). The operating performance of the Bank's demand deposits products for the last 2 years is described below.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Description
Pihak Berelasi	**60,942**	**1.36**	**26,330**	**0.64**	**131.45**	**Related Parties**
Rupiah	20,537	0.46	25,920	0.63	(20.77)	Rupiah
Valas	40,405	0.90	410	0.01	9754.88	Forex
Pihak Ketiga	**4,434,912**	**98.64**	**4,061,470**	**99.36**	**9.19**	**Third Parties**
Rupiah	4,087,249	90.91	3,682,639	90.09	10.99	Rupiah
Valas	347,663	7.73	378,831	9.27	(8.23)	Forex
Total	**4,495,854**	**100.00**	**4,087,800**	**100.00**	**9.98**	**Total**

Demikian pula dengan jumlah dana giro yang dihimpun Bank tercatat sebesar Rp4,09 triliun di tahun 2018 dan Rp4,50 triliun di tahun 2019. Jumlah penghimpunan dana tersebut mengalami kenaikan sebesar 9,98% yang berasal dari dana pihak ketiga.

Likewise, total demand deposits funds collected by the Bank was recorded at Rp4.09 trillion in 2018 and Rp4.50 trillion in 2019. The total funds collected increased by 9.98%, which came from third-party funds.

Deposito

Deposito merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan pada waktu tertentu berdasarkan perjanjian antara nasabah dan Bank. Kinerja operasional dari produk deposito berjangka Bank sepanjang tahun 2019 diuraikan sebagai berikut.

Time Deposits

Time deposits are deposits from customers whose withdrawals can only be made at certain times based on an agreement between the customer and the Bank. The operating performance of the Bank's time deposits products throughout 2019 is described below.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Komposisi Composition (%)	2018	Komposisi Composition (%)	Pertumbuhan Growth (%)	Description
Rupiah	12,620,096	89.13	12,963,936	87.68	(2.65)	Rupiah
1 bulan	6,701,155	47.32	325,747	2.20	1,957.17	1 month
3 bulan	3,095,138	21.86	1,931,329	13.06	60.26	3 months
6 bulan	2,440,130	17.23	1,560,012	10.55	56.42	6 months
12 bulan	383,673	2.71	9,146,848	61.86	(95.81)	12 months
Valuta Asing	1,539,857	10.87	1,821,325	12.32	(15.45)	Foreign Currencies
1 bulan	788,544	5.57	-	0.00	-	1 month
3 bulan	432,300	3.05	233,154	1.58	85.41	3 months
6 bulan	125,370	0.89	77,735	0.53	61.28	6 months
12 bulan	193,643	1.37	1,510,436	10.22	(87.18)	12 months
Total	**14,159,953**	**100.00**	**14,785,261**	**100.00**	**(4.23)**	**Total**

Jumlah dana deposito mengalami penurunan sebesar 4,23% dari Rp14,79 triliun di tahun 2018 menjadi Rp14,16 triliun di tahun 2019. Penurunan tersebut berasal dari deposito dalam mata uang rupiah dan valuta asing.

The total time deposits funds decreased by 4.23% from Rp14.79 trillion in 2018 to Rp14.16 trillion in 2019. The decrease came from time deposits in rupiah and foreign currency.

Pendapatan dan Profitabilitas Segmen Usaha

Segmen Operasi

Informasi yang berkaitan dengan segmen operasi penyaluran dana terdiri dari segmen usaha produktif, konsumtif, *treasury*, dan lain-lain. Segmen operasi penghimpunan dana disajikan dalam tabel di bawah ini.

Income and Profitability by Business Segment

Operating Segment

Information relating to the operating segment of lending consists of productive, consumptive, treasury, and other business segments. Operating segments for lending are presented in the table below.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2019						
Uraian	Produktif Productive	Konsumtif Consumptive	*Treasury* Treasury	Lain-lain Others	Total	Description
Pendapatan Bunga	1,500,832	222,925	252,765	-	1,976,522	Interest Income
Jumlah Aset	10,800,417	2,936,480	7,014,874	4,780,270	25,532,041	Total Assets
Cadangan Kerugian Penurunan Nilai	(251,605)	(25,805)	(320)	(80,543)	(358,273)	Allowance for Impairment Losses

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2018						
Uraian	Produktif Productive	Konsumtif Consumptive	*Treasury* Treasury	Lain-lain Others	Total	Description
Pendapatan Bunga	1,837,419	212,912	213,453	-	2,263,784	Interest Income
Jumlah Aset	12,983,164	2,681,474	6,456,076	3,904,474	26,025,188	Total Assets
Cadangan Kerugian Penurunan Nilai	(532,012)	(56,307)	(339)	(44,543)	(633,201)	Allowance for Impairment Losses

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2019						
Uraian	Deposito Time Deposits	Giro Demand Deposits	Tabungan Savings Accounts	Non-DPK	Total	Description
Beban Bunga	(960,257)	(33,204)	(31,262)	(24,878)	(1,049,601)	Interest Expenses
Total Liabilitas	**14,159,953**	**4,495,854**	**1,593,985**	**746,014**	**20,995,806**	**Total Liabilities**

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2018						
Uraian	Deposito Time Deposits	Giro Demand Deposits	Tabungan Savings Accounts	Non-DPK	Total	Description
Beban Bunga	(955,525)	(44,881)	(34,352)	(29,654)	(1,064,412)	Interest Expenses
Total Liabilitas	**14,785,261**	**4,087,784**	**1,581,992**	**983,040**	**21,438,077**	**Total Liabilities**

Pertumbuhan/Growth (%)						
Uraian	Produktif Productive	Konsumtif Consumptive	*Treasury* Treasury	Lain-lain Others	Total	Description
Pendapatan Bunga	(18.32)	4.70	18.42	-	(12.69)	Interest Income
Jumlah Aset	(16.81)	9.51	8.66	22.43	(1.89)	Total Assets
Cadangan Kerugian Penurunan Nilai	(52.71)	(54.17)	(5.60)	80.82	(43.42)	Allowance for Impairment Losses
Beban Bunga	0.50	(26.02)	(9.00)	(16.11)	(1.39)	Interest Expenses
Total Liabilitas	**(4.23)**	**9.98**	**0.76**	**(24.11)**	**(2.06)**	**Total Liabilities**

Pada tahun 2019, total pendapatan bunga dari seluruh segmen usaha tercatat turun sebesar 12,69%, dari Rp2,26 triliun di tahun 2018 menjadi Rp1,98 triliun di tahun 2019. Untuk mengimbangi penurunan pendapatan bunga, total beban bunga dari seluruh segmen usaha turun dari sebesar Rp1,06 triliun di tahun 2018 menjadi Rp1,05 triliun di tahun 2019.

In 2019, total interest income from all business segments was recorded to decrease by 12.69%, from Rp2.26 trillion in 2018 to Rp1.98 trillion in 2019. To offset the decrease in interest income, the total interest expense of all business segments decreased from Rp1.06 trillion in 2018 to Rp1.05 trillion in 2019.

Segmen Geografis

Informasi segmen Bank Artha Graha Internasional berdasarkan daerah geografis disajikan pada tabel berikut.

Geographical Segment

Information of Bank Artha Graha Internasional by geographical segment is presented in the following table.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2019								
Uraian	Jakarta	Jawa Java	Sumatera	Sulawesi	Kalimantan	Lainnya Others	Jumlah Total	Description
Pendapatan								Income
Pendapatan Bunga dan Operasional Lainnya	1,777,004	95,133	74,507	67,344	32,932	36,379	2,083,299	Interest Income and Other Income
Beban								Expenses
Beban Bunga dan Operasional Lainnya	(1,887,661)	(93,554)	(49,469)	(58,990)	(26,018)	(39,622)	(2,155,314)	Interest Expenses and Other Expenses
Rugi Operasional	**(110,657)**	**1,579**	**25,038**	**8,354**	**6,914**	**(3,243)**	**(72,015)**	**Income from Operations**
Rugi Tahun Berjalan	**(96,832)**	**1,694**	**24,975**	**8,366**	**6,834**	**(3,382)**	**(58,345)**	**Profit for the Year**
Jumlah Aset	**18,855,227**	**2,209,061**	**2,771,619**	**1,017,421**	**160,550**	**518,163**	**25,532,041**	**Total Assets**

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

2018								
Uraian	Jakarta	Jawa Java	Sumatera	Sulawesi	Kalimantan	Lainnya Others	Jumlah Total	Description
Pendapatan								Income
Pendapatan Bunga dan Operasional Lainnya	1,854,557	208,358	115,882	53,325	35,697	69,795	2,337,614	Interest Income and Other Income
Beban								Expenses
Beban Bunga dan Operasional Lainnya	(1,665,848)	(187,647)	(220,723)	(89,829)	(21,394)	(66,059)	(2,251,500)	Interest Expenses and Other Expenses
Laba Operasional	**188,709**	**20,711**	**(104,841)**	**(36,504)**	**14,303**	**3,736**	**86,114**	**Income from Operations**
Laba Tahun Berjalan	**(69,116)**	**47,878**	**40,708**	**12,917**	**3,844**	**17,390**	**53,621**	**Profit for the Year**
Jumlah Aset	**18,801,993**	**2,142,068**	**3,010,926**	**1,115,094**	**171,280**	**783,827**	**26,025,188**	**Total Assets**

Pertumbuhan/Growth (%)								
Uraian	Jakarta	Jawa	Sumatera	Sulawesi	Kalimantan	Lainnya	Jumlah	Description
Pendapatan								Income
Pendapatan Bunga dan Operasional Lainnya	(4.18)	(54.34)	(35.70)	26.29	(7.75)	(47.88)	(10.88)	Interest Income and Other Income
Beban								Expenses
Beban Bunga dan Operasional Lainnya	13.32	(50.14)	(77.59)	(34.33)	21.61	(40.02)	(4.27)	Interest Expenses and Other Expenses
Laba Operasional	**(158.64)**	**(92.38)**	**(123.88)**	**(122.89)**	**(51.66)**	**(186.80)**	**(183.63)**	**Income from Operations**
Laba Tahun Berjalan	**40.10**	**(96.46)**	**(38.65)**	**(35.23)**	**77.78**	**(119.45)**	**(208.81)**	**Profit for the Year**
Jumlah Aset	**0.28**	**3.13**	**(7.95)**	**(8.76)**	**(6.26)**	**(33.89)**	**(1.89)**	**Total Assets**

Pada tahun 2019, total pendapatan bunga dan operasional lainnya pada seluruh segmen geografis mengalami penurunan sebesar 10,88% dari Rp2,34 triliun di tahun 2018 menjadi Rp2,08 triliun di tahun 2019. Penurunan ini disebabkan oleh turunnya pendapatan bunga dan operasional lainnya pada seluruh wilayah geografis. Namun, wilayah Sulawesi mengalami kenaikan sebesar 26,29% dari Rp53,33 miliar pada tahun 2018 menjadi Rp67,34 miliar.

In 2019, total interest income and other operating income in all geographical segments decreased by 10.88%, from Rp2.34 trillion in 2018 to Rp2.08 trillion in 2019. This decrease was caused by the decrease in interest income and other operating income in all geographical areas. However, Sulawesi region experienced an increase of 26.29% from Rp53.33 billion in 2018 to Rp67.34 billion.

Strategi dan Rencana Kerja 2020

Untuk meningkatkan kinerja usaha, Bank Artha Graha Internasional telah menetapkan beberapa strategi jangka pendek dan menengah yang diuraikan sebagai berikut.

1. **Strategi Jangka Pendek**
   a. Pertumbuhan kredit pada tahun 2020 sebesar Rp1,2 triliun atau sebesar 7,60% yang dilakukan secara selektif;
   b. Penurunan AYDA;
   c. Memperbaiki komposisi *Non-Performing Loan* (NPL) *Gross* jadi sekitar 5,00%;
   d. Pertumbuhan *fee based income* (*double digit*);
   e. Menjaga pertumbuhan bisnis baru secara pruden serta memperbaiki kualitas aset dan efisiensi biaya agar rasio BOPO tercapai sesuai target; dan
   f. Pencapaian laba setelah pajak sebesar Rp163 miliar.

2. **Strategi Jangka Menengah**
   a. Sumber Daya Manusia.
   Memperkuat *human capital* yang dapat mewujudkan arahan strategis bank melalui pengembangan kompetensi teknis analisa perkreditan, perkembangan *digital banking*, memaksimalkan portofolio bisnis eksisting dengan peningkatan *value chain financing*, *back to the basic* dalam penanganan nasabah bank, penguatan ke arah *transactional banking*, dan lain-lain;
   b. Struktur Aktiva Produktif
   Rebalancing portofolio kredit;
   c. Struktur Pendanaan
   Fokus pada diversifikasi pendanaan dan juga perbaikan struktur pendanaan giro dan tabungan (CASA) hingga 32,34%;
   d. Permodalan
   Menjaga permodalan sesuai *risk appetite* dan ketentuan yang berlaku. Penguatan permodalan disamping secara organik juga bersumber dari pasar modal, pasar obligasi, maupun mitra strategis apabila ada;
   e. Teknologi Informasi
   Membangun infrastruktur TI agar mampu memaksimalkan kolaborasi bank dengan mitra strategis diantaranya *fintech*, *E-commerce*, *merchant online* lainnya, dan mitra *offline* guna peningkatan bisnis bank khususnya *fee based income*;
   f. Efisiensi
   Transformasi proses bisnis agar efisiensi dapat tercapai;
   g. Manajemen Risiko
   Pengelolaan manajemen risiko akan disempurnakan dan menjadi bagian dari budaya bank;
   h. *Good Corporate Governance*
   Perbaikan pelaksanaan tata kelola perusahaan akan terus dilakukan; dan
   i. Mendukung pelaksanaan Keuangan Berkelanjutan sesuai dengan pedoman Otoritas Jasa Keuangan agar layanan keuangan dapat menjangkau ke seluruh lapisan masyarakat.

Strategy and Work Plan 2020

To improve business performance, Bank Artha Graha Internasional has established a number of short- and medium-term strategies outlined as follows.

1. **Short-Term Strategies**
   a. Loans growth in 2020 around Rp1.2 trillion or 7.60%, which will be done selectively;
   b. Decreased Foreclosed Assets (AYDA);
   c. Improving the composition of Gross Non-Performing Loan (NPL) to around 5.00%;
   d. Fee-based income growth (double digit);
   e. Maintaining new business growth in a prudent way and improving asset quality and cost efficiency so that BOPO ratio can be reached on target; and
   f. Achievement of profit after tax of Rp163 billion.

2. **Medium-Term Strategies**
   a. Human Resources
   Strengthening human capital that can realize the Bank's strategic direction through developing credit analysis technical competence, developing digital banking, maximizing existing business portfolios by increasing value chain financing, back to the basic in handling Bank customers, strengthening towards transactional banking, and others;
   b. Earning Asset Structure
   Rebalancing credit portfolio;
   c. Funding Structure
   Focus on diversifying funding and also improving the structure of current account and saving account (CASA) up to 32.34%;
   d. Capital
   Maintaining capital according to risk appetite and applicable regulations. Strengthening capital in addition to organically also sourced from the capital market, bond markets, and strategic partners if any;
   e. Information Technology
   Building IT infrastructure to be able to maximize the Bank's collaboration with strategic partners including fintech, E-commerce, other online merchants, and offline partners in order to increase bank business, especially fee-based income;
   f. Efficiency
   Transforming business process to achieve efficiency;
   g. Risk Management
   Risk management will be refined and become part of the Bank's culture;
   h. Good Corporate Governance
   Corporate governance improvement will continue; and
   i. Supporting the implementation of Sustainable Finance in accordance with the Financial Services Authority guidelines so that financial services can reach all levels of community.

Tinjauan Keuangan
Financial Overview

Laporan Posisi Keuangan
Statement of Financial Position

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Aset					**Assets**
Aset Keuangan	20,925,424	22,041,779	(1,116,355)	(5.06)	Financial Assets
Aset Non Keuangan	4,606,617	3,983,409	623,208	15.65	Non-Financial Assets
Total Aset	**25,532,041**	**26,025,188**	**(493,147)**	**(1.89)**	**Total Assets**
Liabilitas					**Liabilities**
Liabilitas Keuangan	20,744,677	21,158,588	(413,911)	(1.96)	Financial Liabilities
Liabilitas Non Keuangan	251,129	279,489	(28,360)	(10.15)	Non-Financial Liabilities
Total Liabilitas	**20,995,806**	**21,438,077**	**(442,271)**	**(2.06)**	**Total Liabilities**
Total Ekuitas	**4,536,235**	**4,587,111**	**(50,876)**	**(1.11)**	**Total Equity**
Total Liabilitas dan Ekuitas	**25,532,041**	**26,025,188**	**(493,147)**	**(1.89)**	**Total Liabilities and Equity**



Aset

Pada tahun 2019, total aset Bank tercatat sebesar Rp25,53 triliun, turun 1,89% dari Rp26,03 triliun pada tahun 2018. Penurunan ini disebabkan oleh aset keuangan yang turun sebesar 5,06% atau Rp1,12 triliun.

Assets

In 2019, the Bank's total assets was recorded at Rp25.53 trillion, a decrease of 1.89% from Rp26.03 trillion in 2018. This decrease was due to the decrease of financial assets by 5.06% or Rp1.12 trillion.

Aset Keuangan
Financial Assets

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Kas	320,052	379,176	(59,124)	(15.59)	Cash
Giro pada Bank Indonesia	1,491,352	1,387,519	103,833	7.48	Current Accounts in Bank Indonesia
Giro pada Bank Lain-Bersih	364,823	324,357	40,466	12.48	Current Accounts in Other Banks - Net
Penempatan pada Bank Indonesia dan Bank Lain	1,639,873	2,203,102	(563,229)	(25.57)	Placements with Bank Indonesia and Other Banks
Efek-efek	1,825,746	1,740,427	85,319	4.90	Securities
Efek-efek yang Dibeli dengan Janji Dijual Kembali	1,637,441	764,958	872,483	114.06	Securities Purchased Under Agreement to Resell
Tagihan Derivatif	6,910	657	6,253	951.75	Derivative Receivables
Kredit yang Diberikan-Setelah Dikurangi Cadangan Kerugian Penurunan Nilai	13,459,487	15,076,319	(1,616,832)	(10.72)	Loans - Net of Allowance for Impairment Losses
Pendapatan Bunga yang Masih Akan Diterima	131,194	130,071	1,123	0.86	Accrued Interest Receivable
Tagihan Akseptasi	48,409	35,056	13,353	38.09	Acceptance Receivables
Penyertaan Saham	137	137	-	-	Investment in Shares
Total	**20,925,424**	**22,041,779**	**(1,116,355)**	**(5.06)**	**Total**

Aset Keuangan

Total aset keuangan Bank mengalami penurunan sebesar 5,06%, dari Rp22,04 triliun di tahun 2018 menjadi Rp20,93 triliun di tahun 2019. Penurunan tersebut disebabkan oleh kredit yang diberikan setelah dikurangi cadangan kerugian penurunan nilai yang turun sebesar 10,72% atau Rp1,62 triliun.

Financial Assets

The Bank's total financial assets decreased by 5.06% from Rp22.04 trillion in 2018 to Rp20.93 trillion in 2019. The decrease was due to the loans, net of allowance for impairment losses, which decreased by 10.72% or Rp1.62 trillion.

Aset Non-Keuangan
Non-Financial Assets

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pajak Dibayar di Muka	37,186	24,806	12,380	49.91	Prepaid Taxes
Biaya Dibayar di Muka	206,966	162,243	44,723	27.57	Prepaid Expenses
Aset Tetap – Setelah Dikurangi Akumulasi Penyusutan	2,029,527	2,053,140	(23,613)	(1.15)	Fixed Assets - Net of Accumulated Depreciation
Aset Tak Berwujud- Bersih	43,996	51,317	(7,321)	(14.27)	Intangible Assets - Net
Agunan yang Diambil Alih–Bersih	2,051,119	1,551,262	499,857	32.22	Foreclosed Asset - Net
Aset Pajak Tangguhan	67,659	51,533	16,126	31.29	Deferred Tax Assets
Aset Lain-Lain	170,164	89,108	81,056	90.96	Other Assets
Total	**4,606,617**	**3,983,409**	**623,208**	**15.65**	**Total**

Aset Non Keuangan

Aset non-keuangan Bank mengalami kenaikan sebesar 15,65%, dari Rp3,98 triliun di tahun 2018 menjadi Rp4,61 triliun di tahun 2019. Kenaikan terjadi pada agunan yang diambil alih bersih sebesar Rp499,86 miliar atau 32,22%.

Non-Financial Assets

The Bank's non-financial assets increased by 15.65% from Rp3.98 trillion in 2018 to Rp4.61 trillion in 2019. The increase occurred in net foreclosed assets of Rp499.86 billion or 32.22%.

Liabilitas

Total liabilitas Bank pada tahun 2019 dan 2018 masing-masing tercatat sebesar Rp21,00 triliun dan Rp21,44 triliun. Hal tersebut menunjukan terjadinya penurunan sebesar 2,06% yang disebabkan oleh penurunan liabilitas keuangan sebesar 1,96% dan liabilitas non-keuangan sebesar 10,15%.

Liabilities

The Bank's total liabilities in 2019 and 2018 were recorded at Rp21.00 trillion and Rp21.44 trillion, respectively. This shows a decrease of 2.06% due to the decrease in financial liabilities of 1.96% and non-financial liabilities of 10.15%.

Liabilitas Keuangan
Financial Liabilities

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Liabilitas Segera	77,322	72,847	4,475	6.14	Obligations Due Immediately
Simpanan dari Nasabah	20,249,792	20,455,053	(205,261)	(1.00)	Deposits from Customers
Simpanan dari Bank Lain	9,409	297,062	(287,652)	(96.83)	Deposits from Other Banks
Liabilitas Derivatif	-	320	(320)	(100.00)	Derivative Payables
Liabilitas Akseptasi	48,409	35,056	13,353	38.09	Acceptance Payables
Bunga Masih Harus Dibayar	77,452	65,960	11,492	17.42	Accrued Interest Payables
Pinjaman Subordinasi	-	101,955	(101,955)	(100.00)	Subordinated Loan
Liabilitas Lain-lain	282,293	130,335	151,958	116.59	Other Liabilities
Total	**20,744,677**	**21,158,588**	**(413,911)**	**(1.96)**	**Total**

Pada tahun 2019, Bank membukukan liabilitas keuangan sebesar Rp20,74 triliun, turun sebesar 1,96% atau Rp413,91 miliar dari tahun 2018 yang dibukukan sebesar Rp21,16 triliun. Penurunan tersebut terutama berasal dari turunnya simpanan dari bank lain sebesar Rp287,65 miliar.

In 2019, the Bank recorded its financial liabilities at Rp20.74 trillion, a decrease of 1.96% or Rp413.91 billion compared to that of 2018 which was recorded at Rp21.16 trillion. The decrease was mainly due to the decrease in deposits from other banks of Rp287.65 billion.

Liabilitas Non-Keuangan
Non-Financial Liabilities

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Utang Pajak	10,530	11,205	(675)	(6.02)	Taxes Payable
Liabilitas Imbalan Pasca Kerja	240,599	268,284	(27,685)	(10.32)	Post-Employment Benefit Liabilities
Total	**251,129**	**279,489**	**(28,360)**	**(10.15)**	**Total**

Liabilitas non-keuangan juga mengalami penurunan sebesar 10,15%, dari Rp279,49 miliar di tahun 2018 menjadi Rp251,13 miliar di tahun 2019. Hal ini disebabkan liabilitas imbalan pasca kerja mengalami penurunan sebesar 10,32% dari Rp268,28 miliar di 2018 menjadi Rp240,60 miliar di 2019.

Non-financial liabilities also decreased by 10.15% from Rp279.49 billion in 2018 to Rp251.13 billion in 2019. This was due to the post-employment benefits liabilities decreased by 10.32% from Rp268.28 billion in 2018 to Rp240.60 billion in 2019.

Ekuitas
Equity

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Modal Saham	1,751,482	1,751,482	-	0.00	Share Capital
Tambahan Modal Disetor	414,753	414,753	-	0.00	Additional Paid-In Capital
Revaluasi Aset Tetap	1,303,818	1,303,818	-	0.00	Revaluation of Fixed Assets
Pengukuran Kembali Program Imbalan Pasti Setelah Dikurangi Pajak	4,505	4,524	(19)	(0.42)	Remeasurement of Defined Benefits Program After Tax
Keuntungan yang Belum Direalisasi Atas Perubahan Nilai Wajar Efek-Efek yang Tersedia untuk Dijual, Setelah Pajak	(1,407)	(8,895)	7,488	(84.18)	Unrealized Gain on Changes in Fair Value of Available-for-Sale Securities, net of Tax
Saldo Laba	1,063,084	1,121,429	(58,345)	(5.20)	Retained Earnings
Total	**4,536,235**	**4,587,111**	**(50,876)**	**(1.11)**	**Total**

Pada tahun 2019, total ekuitas Bank tercatat sebesar Rp4,54 triliun, mengalami penurunan sebesar 1,11% jika dibandingkan tahun 2018 sebesar Rp4,59 triliun. Penurunan total ekuitas disebabkan oleh turunnya saldo laba sebesar Rp58,35 miliar atau 5,20%.

In 2019, the Bank's total equity was recorded at Rp4.54 trillion, a decrease of 1.11% compared to that of 2018 of Rp4.59 trillion. The decrease in total equity was due to the decrease of retained earnings of Rp58.35 billion or 5.20%.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain
Statements of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pendapatan Bunga-Bersih	926,921	1,197,930	(271,009)	(22.62)	Interest Income - Net
Pendapatan Operasional Lainnya	106,777	73,830	32,947	44.63	Other Operating Income
Beban Operasional Lainnya	(1,105,713)	(1,185,646)	79,933	(6.74)	Other Operating Expenses
Laba Operasional	**(72,015)**	**86,114**	**(158,129)**	**(183.63)**	**Income from Operations**
Beban Non Operasional – Bersih	(4,324)	(11,778)	7,454	(63.29)	Non-Operating Expenses - Net
Laba (Rugi) Sebelum Pajak Penghasilan	**(76,339)**	**74,336**	**(150,675)**	**(202.69)**	**Profit (Loss) Before Income Tax**
Manfaat (Beban) Pajak Penghasilan	17,994	(20,715)	38,709	(186.86)	Income Tax Benefit (Expenses)
Laba (Rugi) Tahun Berjalan	**(58,345)**	**53,621**	**(111,966)**	**(208.81)**	**Profit (Loss) For The Year**
Penghasilan Komprehensif Lain	7,469	25,578	(18,109)	(70.80)	Other Comprehensive Income
Jumlah Penghasilan Komprehensif Tahun Berjalan	**(50,876)**	**79,199**	**(130,075)**	**(164.24)**	**Total Comprehensive Income for the Year**
Laba (Rugi) per Saham Dasar (Rupiah Penuh)	**(3.69)**	**3.39**	**(7,08)**	**(208.70)**	**Basic Earnings (Loss) per Share (full Rupiah)**

Pendapatan Bunga
Interest Income

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pendapatan Bunga	1,976,522	2,263,784	(287,262)	(12.69)	Interest Income
Beban Bunga	(1,049,601)	(1,065,854)	16,253	(1.52)	Interest Expenses
Total Pendapatan Bunga – Bersih	**926,921**	**1,197,930**	**(271,009)**	**(22.62)**	**Total Interest Income - Net**

Per 31 Desember 2019, pendapatan bunga – bersih Bank tercatat sebesar Rp926,92 miliar, sedangkan pada tahun 2018 mencapai Rp1,20 triliun, mengalami penurunan sebanyak Rp271,01 miliar atau setara dengan 22,62%. Penurunan ini disebabkan oleh pendapatan bunga yang turun sebesar 12,69% atau setara dengan Rp287,26 miliar.

As of 31 December 2019, the Bank's net interest income was recorded at Rp926.92 billion, while in 2018 it reached Rp1.20 trillion, experiencing a decrease of Rp271.01 billion or equivalent to 22.62%. This decrease was caused by interest income which fell by 12.69% or equivalent to Rp287.26 billion.

Pendapatan dan Beban Operasional Lainnya
Other Operating Income and Expenses

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pendapatan Operasional Lainnya					**Other Operating Income**
Administrasi	47,810	37,268	10,542	28.29	Administration
Keuntungan dari Perubahan Nilai Wajar Atas Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laporan Laba Rugi – Bersih	597	1,126	(529)	(46.98)	Gain from Changes in Fair Value of Financial Assets at Fair Value Through Profit and Loss – Net
Provisi dan Komisi Lainnya	29,698	21,736	7,962	36.63	Other Fees and Commissions
Keuntungan dari Transaksi Mata Uang Asing – Bersih	28,672	13,700	14,972	109.28	Gain from Foreign Exchange Transactions – Net
Total Pendapatan Operasional Lainnya	106,777	73,830	32,947	44.63	Total Other Operating Income
Beban Operasional Lainnya					**Other Operating Expenses**
Beban Tenaga Kerja	(363,989)	(419,322)	55,333	(13.20)	Personnel Expenses
Beban Operasi	(394,986)	(451,623)	56,637	(12.54)	Operating Expenses
Beban Umum dan Administrasi	(118,323)	(130,995)	12,672	(9.67)	General and Administrative Expenses
Beban Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Non-Keuangan – Bersih	(228,415)	(183,706)	(44,709)	24.34	Provision for Impairment Losses on Financial and Non-Financial Assets - Net
Total Beban Operasional Lainnya	**(1,105,713)**	**(1,185,646)**	**79,933**	**(6.74)**	**Total Other Operating Expenses**
Laba Operasional	**(72,015)**	**86,114**	**(158,129)**	**(183.63)**	**Income from Operations**

Pendapatan dan Beban Operasional Lainnya

Pendapatan operasional lainnya pada tahun 2019 mengalami peningkatan sebesar 44,63% menjadi Rp106,78 miliar dibandingkan tahun 2018 yang mencapai Rp73,83 miliar. Sementara itu, beban operasional lainnya mengalami penurunan sebesar 6,74%, dari Rp1,19 triliun pada tahun 2018 menjadi Rp1,11 triliun pada tahun 2019.

Other Operating Income and Expenses

Other operating income in 2019 increased by 44.63% to Rp106.78 billion compared to that of 2018, which reached Rp73.83 billion. Meanwhile, other operating expenses decreased by 6.74%, from Rp1.19 trillion in 2018 to Rp1.11 trillion in 2019.

Laba Operasional

Pada tahun 2019, Bank mencatatkan rugi operasional sebesar Rp72,02 miliar, berbeda dengan tahun sebelumnya yang mencatatkan laba operasional sebesar Rp86,11 miliar. Kerugian operasional Bank terutama disebabkan pembentukan Cadangan Kerugian Penurunan Nilai (CKPN) di triwulan akhir 2019 sebesar Rp228 miliar yang digunakan untuk hapus buku beberapa debitur.

Income from Operations

In 2019, the Bank recorded loss from operations of Rp72.02 billion, different from that of previous year, which recorded an operating profit of Rp86.11 billion. The Bank's operational losses were mainly due to the establishment of Allowance for Impairment Losses (CKPN) in the final quarter of 2019 amounting to Rp228 billion, which was used to write off several debtor books.

Beban Non Operasional - Bersih

Bank membukukan beban non operasional – bersih sebesar Rp4,32 miliar di tahun 2019, turun sebesar Rp7,45 miliar atau 63,29% dari tahun sebelumnya yang tercatat sebesar Rp11,78 miliar.

Non-Operating Expenses - Net

The Bank recorded net non-operating expenses of Rp4.32 billion in 2019, a decrease of Rp7.45 billion or 63.29% from that of previous year, which was recorded at Rp11.78 billion.

Laba (Rugi) Sebelum Pajak Penghasilan

Di tahun 2019, Bank mencatat rugi sebelum pajak penghasilan mencapai Rp76,34 miliar, tercatat menurun 202,69% dari tahun sebelumnya yang memperoleh laba sebesar Rp74,34 miliar.

Profit (Loss) Before Income Tax

In 2019, the Bank recorded a loss before income tax of Rp76.34 billion, a 202.69% decrease compared to that of previous year, which earned a profit of Rp74.34 billion.

Manfaat (Beban) Pajak Penghasilan
Income Tax Benefit (Expenses)

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pajak Kini	-	(21,387)	21,387	(100.00)	Current Tax
Pajak Tangguhan	17,994	672	17,322	2577.68	Deferred Tax
Total Beban Pajak Penghasilan - Bersih	17,994	**(20,715)**	**38,709**	**(186.86)**	**Total Income Tax Expenses - Net**

Beban pajak penghasilan bersih pada tahun 2019 dan 2018 masing-masing sebesar Rp17,99 miliar dan Rp20,72 miliar, mengalami kenaikan sebesar Rp38,71 miliar atau setara dengan 186,86%. Hal tersebut dipengaruhi oleh penyesuaian fiskal sesuai peraturan pajak.

Net income tax expense in 2019 and 2018 amounted to Rp17.99 billion and Rp20.72 billion, respectively, experiencing an increase of Rp38.71 billion, or equivalent to 186.86%. This was influenced by fiscal adjustments according to tax regulations.

Laba (Rugi) Tahun Berjalan

Seiring dengan mengalami rugi sebelum pajak penghasilan, pada tahun 2019 Bank juga mencatatkan rugi tahun berjalan sebesar Rp58,35 miliar, jika dibandingkan dengan tahun sebelumnya yang mencatatkan laba sebesar Rp53,62 miliar.

Income (Loss) For The Year

In line with the decrease in loss before income tax, in 2019 the Bank also recorded loss for the year of Rp58.35 billion compared to that of previous year, which recorded a profit of Rp53.62 billion.

Penghasilan Komprehensif Lain
Other Comprehensive Income

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Pos-Pos yang Tidak akan Dilakukan Reklasifikasi ke Laba Rugi					**Items That Will Not Be Reclassified To Profit or Loss**
Pengukuran Kembali Program Imbalan Pasti	(24)	43,120	(43,144)	(100.06)	Remeasurement of Defined Benefit Program
Pajak Penghasilan Terkait	5	(8,624)	8,629	(100.06)	Related Income Tax
Pos-Pos yang Akan Dilakukan Reklasifikasi ke Laba Rugi					**Items That Will Be Reclassified To Profit or Loss**
Perubahan Nilai Wajar Efek-Efek yang Tersedia untuk Dijual	9,360	(11,148)	20,508	(183.96)	Changes in Fair Value of Available-for-Sale Securities
Pajak Tangguhan Terkait	(1,872)	2,230	(4,102)	(183.95)	Related Deferred Tax
Total	**7,469**	**25,578**	**(18,109)**	**(70.80)**	**Total**

Penghasilan Komprehensif Lain

Sepanjang tahun 2019, Bank mencatatkan penghasilan komprehensif lain sebesar Rp7,47 miliar, menurun sebesar 70,80% dari Rp25,58 miliar pada tahun 2018. Penurunan ini khususnya berasal dari pengukuran kembali program imbalan pasti yang turun sebesar Rp43,14 miliar pada tahun 2019.

Jumlah Penghasilan Komprehensif Tahun Berjalan

Pada tahun 2019, jumlah penghasilan komprehensif tahun berjalan Bank sebesar rugi Rp50,88 miliar, turun sebesar 164,24% atau serata Rp130,08 miliar dari Rp79,20 miliar di tahun 2018. Hal ini sejalan dengan rugi tahun berjalan.

Laba (Rugi) per Saham Dasar

Penurunan rugi tahun berjalan telah berdampak pada laba rugi per saham dasar yang tercatat rugi sebesar Rp3,69 pada tahun 2019 berbeda dengan tahun sebelumnya yang tercatat mencatatkan laba sebesar Rp3,39.

Other Comprehensive Income

Throughout 2019, the Bank recorded its other comprehensive income of Rp7.47 billion, a decrease of 70.80% from Rp25.58 billion in 2018. This decrease was particularly derived from the remeasurement of defined benefit program which fell by Rp43.14 billion in 2019.

Total Comprehensive Income for the Year

In 2019, the Bank's total comprehensive income for the year experienced a loss of Rp50.88 billion, a decrease of 164.24% or equivalent to Rp130.08 billion from Rp79.20 billion in 2018. This was in line with the loss for the year.

Basic Earnings (Loss) per Share

The decrease in loss for the year had an impact on the basic earnings (loss) per share, which recorded a loss of Rp3.69 in 2019, different from that of previous year, which recorded a profit of Rp3.39.

Laporan Arus Kas
Statements of Cash Flows

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Pertumbuhan Growth		Description
			Rp	%	
Arus Kas dari Aktivitas Operasi	588,905	1,168,947	(580,042)	(49.62)	Cash Flows from Operating Activities
Arus Kas dari Aktivitas Investasi	(950,763)	431,094	(1,381,857)	(320.55)	Cash Flows from Investing Activities
Arus Kas dari Aktivitas Pendanaan	(101,955)	(101,955)	-	0.00	Cash Flows from Financing Activities
Kenaikan (Penurunan) Kas dan Setara Kas	(463,813)	1,498,086	(1,961,899)	(130.96)	Increase (Decrease) of Cash and Cash Equivalents
Pengaruh Perubahan Kurs Mata Uang Asing	(14,260)	23,091	(37,351)	(161.76)	Effect of Foreign Currency Exchange Rate Changes
Kas dan Setara Kas Awal Tahun	4,294,493	2,773,316	1,521,177	54.85	Cash and Cash Equivalents At Beginning of Year
Kas dan Setara Kas Akhir Tahun	3,816,420	4,294,493	(478,073)	(11.13)	Cash and Cash Equivalents At End of Year

Arus Kas dari Aktivitas Operasi

Pada tahun 2019, kas bersih diperoleh dari aktivitas operasi mencapai Rp588,91 miliar, mengalami penurunan sebesar 49,62% dari tahun sebelumnya sebesar Rp1,17 triliun. Penurunan tersebut khususnya berasal dari penerimaan bunga dan kredit yang diberikan yang masing masing turun 13,20% dan 62,99%.

Arus Kas dari Aktivitas Investasi

Kas bersih digunakan untuk aktivitas investasi pada tahun 2019 tercatat sebesar Rp950,76 miliar. Arus kas ini digunakan khususnya penjualan efek-efek bersih sebesar Rp76,07 miliar, efek-efek yang dibeli dengan janji dijual kembali sebesar Rp872,48 miliar, dan perolehan aset tetap sebesar Rp16,27 miliar pada tahun 2019.

Arus Kas dari Aktivitas Pendanaan

Kas bersih diperoleh dari aktivitas pendanaan pada tahun 2018 dan 2019 tercatat sebesar Rp101,96 miliar. Hal ini menunjukan tidak terdapat kenaikan dan penurunan selama 2 tahun.

Cash Flows from Operating Activities

In 2019, net cash provided from operating activities reached Rp588.91 billion, a decrease of 49.62% from that of previous year of Rp1.17 trillion. The decrease was mainly derived from receipts of interest and loans, which fell by 13.20% and 62.99%, respectively.

Cash Flows from Investing Activities

Net cash used in investing activities in 2019 was recorded at Rp950.76 billion. This cash flow was used specifically for net sale of marketable securities of Rp76.07 billion, securities purchased under agreement to resell of Rp872.48 billion, and acquisition of fixed assets of Rp16.27 billion in 2019.

Cash Flows from Financing Activities

Net cash provided from financing activities in 2018 and 2019 was recorded at Rp101.96 billion. This shows that there has been no increase or decrease in 2 years.

Rasio Keuangan
Financial Ratios

(dalam/in %)

Uraian	2019	2018	Description
Rasio Permodalan			**Capital Ratio**
KPMM dengan Memperhitungkan Risiko Kredit dan Risiko Operasional	18.67	19.94	CAR by Calculating Credit Risk and Operational Risk
KPMM dengan Memperhitungkan Risiko Kredit, Risiko Operasional, dan Risiko Pasar	18.55	19.80	CAR by Calculating Credit Risk, Operational Risk, and Market Risk
Aset Tetap terhadap Modal	64.18	54.31	Fixed Assets to Capital
Aset Produktif			**Earning Assets**
Aset Produktif dan Non Produktif Bermasalah Terhadap Total Aset Produktif dan Nonproduktif	9.72	9.27	Non-Performing Earning and Non-Earning Assets to Total Earning and Non-Earning Assets
Aset Produktif Bermasalah terhadap Total Aset Produktif	4.45	4.70	Non-Performing Earning Assets to Total Earning Assets
CKPN Aset Keuangan terhadap Aset Produktif	1.58	2.95	Allowance for Impairment Losses of Financial Assets to Earning Assets
Pemenuhan CKPN Kredit yang diberikan	26.51	60.95	Fulfillment of CKPN of Loans
NPL Bruto	5.71	5.99	Gross NPL
NPL Neto	4.25	3.33	Net NPL
Rasio Rentabilitas			**Profitability Ratio**
ROA	(0.30)	0.27	ROA
ROE	(1.63)	1.43	ROE
NIM	4.77	5.39	NIM
BOPO	105.11	97.12	BOPO
Liabilitas terhadap Jumlah Aset	82.23	82.37	Liabilities to Assets
Liabilitas terhadap Ekuitas	462.85	467.35	Liabilities to Equity
Rasio Likuiditas			**Profitability Ratio**
RIM	68.29	77.18	MIR
CASA	30.07	27.72	CASA
Rasio Kepatuhan			**Compliance Ratios**
Persentase Pelanggaran BMPK			Percentage of LLL Violation
Pihak Terkait	--	--	Related Parties
Pihak Tidak Terkait	--	--	Non-Related Parties
Persentase Pelampauan BMPK			Percentage of LLL Excess
Pihak Terkait	--	--	Related Parties
Pihak Tidak Terkait	--	--	Non-Related Parties
Giro Wajib Minimum (GWM)	-		Minimum Statutory Reserve (GWM)
GWM Utama – Rupiah	7.02	6.50	Main GMW - Rupiah
GWM Valuta Asing	8.32	9.04	GMW Foreign Currencies
Posisi Devisa Neto	0.86	1.23	Net Open Position

Kemampuan Membayar Utang

Rasio Likuiditas

Tingkat rasio intermediasi makroprudensial (RIM) pada tahun 2019 tercatat 68,29% mengalami penurunan dibandingkan dengan tahun sebelumnya yang tercatat sebesar 77,18%. Penurunan ini merupakan bagian dari penerapan prinsip kehati-hatian Bank dalam menyalurkan kredit untuk meminimalkan NPL. Sementara itu, tingkat CASA mengalami kenaikan dibanding tahun sebelumnya dari 27,72% menjadi 30,07%.

Rasio Solvabilitas

Solvabilitas Bank diukur melalui rasio permodalan Bank dengan memastikan kecukupan modal untuk dapat memenuhi risiko kredit, risiko pasar, dan risiko operasional yang tercermin dari rasio kewajiban penyediaan modal minimum (KPMM). Pada tahun 2019, Bank membukukan rasio KPMM sebesar 18,55%, menurun bila dibandingkan dengan tahun 2018 sebesar 19,80%. Hal ini menunjukan nilai rasio ini masih berada di atas batas minimum yang ditetapkan oleh Otoritas Jasa Keuangan, yaitu sebesar 8%. Bank masih mampu menjaga dengan baik modal Bank dan mempunyai kecukupan modal untuk melindungi dari risiko solvabilitas.

Rasio Rentabilitas

Pada tahun 2019, Bank mencatatkan *return on asset* (ROA) sebesar (0,30%), turun dibandingkan tahun 2018 yang tercatat sebesar 0,27%. Hal yang serupa terjadi pada *return on equity* (ROE), yang mengalami penurunan menjadi (1,63%) dari 1,43% di tahun 2018. Hal ini diakibatkan laba yang diterima Bank menurun dibandingkan dengan tahun sebelumnya. Bank mengalami penurunan *net interest margin* (NIM) di tahun 2019 menjadi 4,77% dari tahun sebelumnya sebesar 5,39%. Hal ini terkait dengan penurunan pendapatan bunga yang diterima Bank. Sementara itu, Bank mencatat kenaikan BOPO menjadi 105,11% dari 97,12% pada tahun sebelumnya. Peningkatan pada rasio BOPO ini berasal dari kenaikan pada beban-beban operasional maupun non operasional Bank.

Tingkat Kolektibilitas Piutang

Kolektibilitas piutang Bank diukur menggunakan indikator rasio pinjaman bermasalah (NPL). Sebagaimana terlihat pada peningkatan NPL neto dari 3,33% di tahun 2018 menjadi 4,25% di tahun 2019.

Ability to Pay Debt

Liquidity Ratios

The Macroprudential Intermediation Ratio (RIM) in 2019 was recorded at 68.29%, a decrease compared to that of previous year, which was recorded at 77.18%. This decrease was part of the implementation of the Bank's prudential principles in lending to minimize NPL. Meanwhile, CASA level increased compared to that of previous year from 27.72% to 30.07%.

Solvency Ratios

The Bank's solvency is measured through the Bank's capital ratio by ensuring capital adequacy to meet credit risk, market risk, and operational risk as reflected in the capital adequacy ratio (CAR) ratio. In 2019, the Bank recorded a CAR ratio of 18.55%, a decrease when compared to that of 2018 of 19.80%. This shows that the ratio value is still above the minimum limit set by the Financial Services Authority, which is 8%. The Bank is still able to properly maintain the Bank's capital and has adequate capital to protect against solvency risk.

Profitability Ratio

In 2019, the Bank recorded return on asset (ROA) of (0.30%), a decrease from that of 2018 which was recorded at 0.27%. Likewise, return on equity (ROE) also decreased to (1.63%) from 1.43% in 2018. This was due to the profit received by the Bank decreased compared to that of previous year. The Bank experienced a decrease in net interest margin (NIM) in 2019 to 4.77% from that of previous year of 5.39%. This was related to the decrease in interest income received by the Bank. Meanwhile, the Bank recorded an increase in BOPO to 105.11% from 97.12% in the previous year. The increase in BOPO ratio came from the increase in the Bank's operating and non-operating expenses.

Receivables Collectability Level

The Bank's receivables collectability is measured by using Non-Performing Loans (NPL) ratio indicator. As seen, net NPL increased from 3.33% in 2018 to 4.25% in 2019.

Berdasarkan kolektibilitas sesuai peraturan Bank Indonesia, pinjaman yang dikelola Bank secara konsolidasian diklasifikasikan sebagai berikut.

Based on the collectability according to Bank Indonesia regulation, loans managed by the Bank in a consolidated manner are classified as follows.

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	2019			2018			Description
	Rupiah	Mata Uang Asing Foreign Currency	Total	Rupiah	Mata Uang Asing Foreign Currency	Total	
Lancar	11,625,761	448,227	12,073,988	10,577,745	820,706	11,398,451	Current
Dalam Perhatian Khusus	767,350	111,060	878,410	2,951,690	376,220	3,327,910	Special Mention
Kurang Lancar	19,023	-	19,023	147,986	-	147,986	Substandard
Diragukan	108,195	-	108,195	55,751	-	55,751	Doubtful
Macet	604,875	52,406	657,281	734,540	-	734,540	Loss
Jumlah Kredit	13,125,204	611,693	13,736,897	14,467,712	1,196,926	15,664,638	Total Loans
Cadangan Kerugian Penurunan Nilai	(262,381)	(15,029)	(277,410)	(588,176)	(143)	(588,319)	Allowance for Impairment Losses
Jumlah Kredit - Bersih	12,862,823	596,664	13,459,487	13,879,536	1,196,783	15,076,319	Total Loans - Net

Kolektibilitas Piutang

Pada tahun 2019, total kredit bersih Bank tercatat sebesar Rp13,46 triliun, menurun dari Rp15,08 triliun pada tahun 2018. Penurunan ini dipengaruhi oleh turunnya beberapa komponen kolektibilitas piutang. Bank telah membentuk cadangan kerugian yang cukup atas menurunnya kualitas kredit debitur.

Receivables Collectability

In 2019, the Bank's total net loans was recorded at Rp13.46 trillion, a decrease from Rp15.08 trillion in 2018. The decrease was affected by the decrease in several components of receivables collectability. The Bank has established sufficient allowance for losses due to the decrease in debtor's loans quality.

Transaksi Spot dan Transaksi Derivatif

Bank Artha Graha Internasional membukukan transaksi spot dan derivatif untuk periode yang berakhir pada tanggal 31 Desember 2019 dan 2018 sebagaimana disajikan dalam tabel berikut.

Spot and Derivative Transactions

Bank Artha Graha Internasional recorded spot transactions and derivative transactions for the periods ended on 31 December 2019 and 2018 as presented in the following table.

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	Tagihan Derivatif Derivative Receivables		Liabilitas Derivatif Derivative Payables		Description
	2019	2018	2019	2018	
Penjualan *Forward* Valuta Asing	6,910	657	-	110	Foreign Currencies Spot Sales
Pembelian *Forward* Valuta Asing	-	-	-	210	Foreign Currencies Forward Purchase
Total	6,910	**657**	-	**320**	**Total**

Struktur Modal

Dasar Struktur Modal

Struktur modal merupakan hal penting bagi Bank dalam mempertahankan keberhasilan suatu usaha. Oleh karena itu, Bank mengelola struktur permodalan yang sehat yang sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 tanggal 29 Januari 2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.

Kebijakan Manajemen atas Struktur Modal dan Dasar Pemilihannya

Bank memastikan tersedianya modal yang kuat untuk mendukung strategi pengembangan ekspansi saat ini dan mempertahankan kelangsungan pengembangan di masa mendatang. Kebijakan tersebut juga bertujuan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Bank telah efisien.

Bank telah menyusun Rencana Permodalan berdasarkan penilaian dari penelaahan atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengombinasikannya dengan tinjauan perkembangan ekonomi terkini. Bank senantiasa menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal, begitu pula dengan bisnis yang berdasar pada permodalan dan persyaratan likuiditas Bank.

Kebutuhan permodalan Bank didukung dengan data analisis, yang direncanakan dan didiskusikan secara rutin. Direksi menyusun permodalan sebagai bagian dari Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Perencanaan ini diharapkan akan memastikan tersedianya modal yang cukup dan terciptanya struktur permodalan yang optimal.

Rincian Struktur Modal

Struktur modal Bank terdiri dari modal inti utama dan modal pelengkap. Berikut rincian mengenai struktur modal Bank.

Capital Structure

Basis of Capital Structure

Capital structure is an important matter for the Bank in maintaining the success of a business. Therefore, the Bank manages a sound capital structure in accordance with the provisions of Financial Services Authority Regulation No. 11/POJK.03/2016 dated 29 January 2016 on the Minimum Capital Adequacy for Commercial Banks.

Management Policy on Capital Structure and Basis of Selection

The Bank ensures that strong capital is available to support the current expansion strategies and to sustain future development. This policy also aims to meet the capital adequacy requirements set by the regulator and to ensure that the Bank's capital structure has been efficient.

The Bank already prepares a Capital Plan based on review and assessment on the required capital adequacy and combines it with the review on the latest economic development. The Bank always connects the financial objective with capital adequacy to risk through capital planning process, as well as business, which is based on the Bank's capital and liquidity requirements.

The Bank's capital requirements are supported by regularly planned and discussed data analysis. The Board of Directors prepares the Capital as part of the Bank's Business Plan, which shall be approved by the Board of Commissioners. This planning is expected to assure the availability of adequate capital and the creation of optimum capital.

Details of Capital Structure

The Bank's capital structure consists of common equity tier 1 and supplementary capital. Below are details on the Bank's capital structure.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Komponen Modal			**Capital Components**
Modal Inti			Core Capital
Modal Inti Utama (CET 1)	3,431,679	3,874,822	Common Equity Tier (CET 1)
Modal Inti Tambahan (AT 1)	-	-	Additional Tier 1 (AT 1)
Jumlah Modal Inti	**3,431,679**	**3,874,822**	**Total Core Capital**
Modal Pelengkap	116,869	215,600	Supplementary Capital
Jumlah Modal	**3,548,548**	**4,090,422**	**Total Capital**
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	16,769,295	18,312,318	Risk Weighted Assets (RWA) for Credit Risk
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	2,239,711	2,197,552	Risk Weighted Assets (RWA) for Operational Risk

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	119,213	146,372	Risk Weighted Assets (RWA) for Market Risk
Rasio Kewajiban Penyediaan Modal Minimum untuk Risiko Kredit dan Risiko Operasional (%)	18.67	19.94	Capital Adequacy Ratio for Credit Risk and Operational Risk (%)
Rasio Kewajiban Penyediaan Modal Minimum untuk Risiko Kredit, Risiko Operasional, dan Risiko Pasar (%)	18.55	19.80	Capital Adequacy Ratio for Credit Risk, Operational Risk, and Market Risk (%)
Rasio Kewajiban Penyediaan Modal Minimum yang Diwajibkan (%)	8.00	8.00	Mandatory Capital Adequacy Ratio (%)
Rasio KPMM			**CAR Ratio (%)**
Rasio CET 1	17.94	18.76	CET 1 Ratio
Rasio AT 1	0.00	0.00	AT 1 Ratio
Rasio AT 2	0.61	1.04	AT 2 Ratio
Rasio Total	18.55	19.80	Total Ratio
Rasio Minimum Tier 1	6.00	6.00	Minimum Tier 1 Ratio
Rasio Minimum CET 1	4.50	4.50	Minimum CET 1 Ratio
KPMM Minimum berdasarkan Profil Risiko	9.29	9.30	Minimum CAR by Risk Profile

Ikatan Material Terkait Investasi Barang Modal

Bank Artha Graha Internasional tidak memiliki ikatan material terkait investasi barang modal pada tahun 2019. Seluruh kegiatan investasi barang modal dibiayai secara mandiri oleh Bank.

Material Commitments Related to Capital Goods Investment

Bank Artha Graha Internasional had no material commitments related to capital goods investment in 2019. All capital goods investment activities are independently funded by the Bank.

Investasi Barang Modal

Capital Goods Investment

Tujuan Investasi Barang Modal

Bank Artha Graha Internasional secara umum melakukan investasi barang modal bertujuan untuk memenuhi kebutuhan kegiatan operasionalnya yang diharapkan dapat memberikan nilai manfaat di masa depan.

Objectives of Capital Goods Investment

Bank Artha Graha Internasional generally invests in capital goods with the aim of meeting the needs of its operational activities which are expected to provide future benefits.

Jenis dan Nilai Investasi Barang Modal

Investasi barang modal yang direalisasi pada tahun 2019 sebesar Rp16,27 miliar, menurun dibanding tahun 2018 yang mencapai Rp19,54 miliar. Adapun rincian terkait nilai investasi barang modal diuraikan sebagai berikut.

Types and Values of Capital Goods Investments

Capital goods investment realized in 2019 was Rp16.27 billion, a decrease compared to that of 2018 which reached Rp19.54 billion. Details related to the capital goods investment value are described as follows.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Hak atas Tanah	-	-	Land Rights
Inventaris Kantor	16,044	19,500	Office Equipment
Bangunan	143	-	Buildings
Instalasi	84	38	Installation
Total	16,271	19,538	Total

Perbandingan Target dan Realisasi Kinerja 2019

Selama tahun 2019, Bank Artha Graha Internasional mempergunakan kesempatan sebaik mungkin untuk meningkatkan kinerja serta pendapatan Bank secara optimal. Di tengah tantangan pertumbuhan yang harus dihadapi oleh Bank, Manajemen Bank mengelola usaha dengan baik. Pencapaian target Bank Artha Graha Internasional selama tahun 2019 ditunjukkan sebagai berikut.

Comparison of Target and Realization of 2019 Performance

Throughout 2019, Bank Artha Graha Internasional used the best possible opportunity to optimally increase the Bank's performance and income. In the midst of the growth challenges that the Bank shall face, the Bank's Management manages the business well. The target achievement of Bank Artha Graha Internasional throughout 2019 is shown as follows.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Rencana Bisnis Bank 2019 2019 Bank's Business Plan	Pencapaian Achievement (%)	Description
Laporan Laba Rugi				**Statement of Profit or Loss**
Pendapatan Bunga	1,976,522	2,005,734	98.54	Interest Income
Laba Tahun Berjalan	(58,345)	50,082	(116.50)	Profit for the Year
Laba per Saham Dasar (Nilai Penuh)	(3.69)	3.17	(116.38)	Basic Earnings per Share (Full Amount)
Laporan Posisi Keuangan				**Statement of Financial Position**
Aset	25,532,041	27,649,441	92.34	Assets
Kredit	13,459,487	16,483,286	81.66	Loans
Dana Pihak Ketiga	20,249,792	22,000,000	92.04	Third-Party Funds
Rasio Keuangan (%)				**Financial Ratios (%)**
ROA	(0.30)	0.28	107.14	ROA
ROE	(1.63)	1.32	123.48	ROE
NPL Gross	5.71	4.20	135.95	Gross NPL
NPL Nett	4.25	3.10	137.10	Net NPL
RIM	68.29	74.92	91.15	MIR
NIM	4.77	4.37	109.15	NIM
CASA	30.07	34.09	88.21	CASA
BOPO	105.11	96.73	108.66	BOPO
CAR/KPMM	18.55	20.48	90.58	CAR
Lainnya				**Others**
Karyawan (orang)	1,993	2,386	85.53	Employees (people)
Kantor	91	88	103.41	Offices
Kantor Cabang (dalam satuan)	33	32	103.13	Branch Offices (in unit)
Kantor Cabang Pembantu (dalam satuan)	54	52	103.85	Sub-Branch Offices (in unit)
Kantor Kas (dalam satuan)	4	4	100.00	Cash Offices (in unit)

Pada tahun 2019, sebagian besar indikator yang terdapat pada laporan laba rugi belum mencapai target, sedangkan laporan posisi keuangan telah mencapai target, khususnya dana pihak ketiga sebesar 92,04%, aset sebesar 92,34% dan kredit sebesar 81,66%.

In 2019, most of the indicators contained in the statement of profit or loss did not yet reach the target, while the statement of financial position reached the target, especially third-party funds of 92.04%, assets of 92.34%, and loans of 81.66%.

Prospek Usaha 2020

Pada tahun 2020, perekonomian nasional indonesia diperkirakan masih akan menghadapi berbagai tantangan, walaupun ekonomi global mengalami pemulihan setelah pengaruh negatif dari perang dagang antara Tiongkok dan Amerika membaik secara perlahan. Namun, perkembangan virus corona telah menambah tantangan bagi ekonomi domestik maupun global, terutama untuk semester pertama tahun 2020. Berdasarkan penelitian yang dilakukan oleh McKibbin dan Fernando di tahun 2020, memprediksikan berkurangnya pertumbuhan PDB di beberapa negara karena perkembangan virus corona, termasuk Indonesia. Dalam penelitian tersebut, pertumbuhan PDB diprediksi mengalami penurunan sekitar 0,2% hingga 0,3% bila epidemi COVID-19 hanya terjadi di Tiongkok dan penurunan PDB bertambah menjadi 1,3% hingga 4,7% bila COVID-19 telah berkembang menjadi pandemi global. Prospek usaha jasa keuangan yang pada tahun 2020 diharapkan dapat tumbuh dan memberikan kontribusi terhadap PDB Indonesia dengan kisaran 4,22%-4,23%, namun dapat terhambat akibat pandemi global tersebut.

Tantangan lainnya yang dihadapi oleh Indonesia adalah pada stabilitas sistem keuangan yang diperkirakan akan menghadapi berlanjutnya pengetatan likuiditas global, relatif rendahnya tingkat inklusi keuangan, relatif dangkalnya sektor keuangan domestik, dan industri jasa keuangan syariah yang belum berkembang. Untuk menghadapi hal tersebut, Pemerintah telah menetapkan sasaran pembangunan bidang jasa keuangan dengan arah kebijakan sebagai berikut.

1. Menjaga stabilitas sistem keuangan dengan pendalaman sektor keuangan dan pengelolaan prinsip kehati-hatian, didukung oleh Komite Stabilitas Sistem Keuangan (KSSK) dan Forum Koordinasi Pembiayaan Pembangunan melalui Pasar Keuangan (FKPPK). Pendalaman sektor keuangan diupayakan melalui perluasan nasabah dan investor, pengembangan infrastruktur sektor keuangan, pemanfaatan teknologi digital, dan harmonisasi kebijakan;
2. Mengembangkan dan melaksanakan strategi, peta jalan, dan agenda terkait keuangan inklusif dengan membentuk Dewan Nasional Keuangan Inklusif (DNKI) dan Tim Percepatan Akses Keuangan Daerah (TPAKD);
3. Meningkatkan peran sektor keuangan terhadap pembangunan antara lain melalui program pembiayaan Usaha Mikro Kecil dan Menengah (UMKM), dan proses pembentukan Lembaga Pembiayaan Pembangunan Indonesia (LPPI);
4. Mempercepat pengembangan ekonomi dan keuangan syariah; dan
5. Mengembangkan dan melaksanakan agenda pencegahan dan pemberantasan tindak pidana pencucian uang untuk menjaga stabilitas sistem keuangan.

Sumber:

- Economics in the Time of COVID-19, CEPR Press, 2020;
- RPJMN Bappenas RI 2020-2024;

2020 Business Prospect

In 2020, Indonesia's national economy is expected to still face various challenges, even though the global economy is recovering after the negative effects of the trade war between China and the US gradually improves. However, the development of corona virus has added challenges to the domestic and global economy, especially for the first half of 2020. Based on research conducted by McKibbin and Fernando in 2020, GDP growth reduction is predicted in several countries due to the development of corona virus, including Indonesia. In this study, GDP growth is predicted to decrease by around 0.2% to 0.3% if the COVID-19 epidemic only occurs in China, and a decline in GDP increases to 1.3% to 4.7% if COVID-19 has developed into a global pandemic. Financial service business prospects, which are expected to grow in 2020 and contribute to Indonesia's GDP with a range of 4.22%-4.23%, may be hampered by the global pandemic.

Other challenges faced by Indonesia are the financial system stability, which is expected to face the continued tightening of global liquidity, the relatively low level of financial inclusion, the relatively shallow domestic financial sector, and the underdeveloped sharia financial services industry. To deal with this matter, the Government has set development targets in the financial services sector with the following policy directions.

1. Maintaining financial system stability by deepening the financial sector and managing prudential principles, supported by the Financial System Stability Committee (KSSK) and Development Financing Coordination Forum through the Financial Market (FKPPK). Financial sector deepening is pursued through expansion of customers and investors, development of financial sector infrastructure, utilization of digital technology, and harmonization of policies;
2. Developing and implementing strategies, roadmaps, and agendas related to inclusive finance by forming the National Council for Inclusive Finance (DNKI) and the Regional Financial Access Acceleration Team (TPAKD);
3. Enhancing the role of financial sector in development, among others, through the financing program for Micro, Small, and Medium Enterprises (MSMEs), and the process of establishing the Indonesian Development Financing Institution (LPPI);
4. Accelerating the development of sharia economics and finance; and
5. Developing and implementing an agenda for the prevention and eradication of money laundering criminal act in order to maintain the financial system stability.

Source:

- Economics in the Time of COVID-19, CEPR Press, 2020;
- National Medium-Term Development Plan of the Republic of Indonesia 2020-2024;

- Rencana Kerja Pemerintah (RKP) Tahun 2020 oleh Kementerian PPN/Bappenas; dan
- Tinjauan Kebijakan Moneter Bank Indonesia Januari 2020.

- Government Work Plan (RKP) Year 2020 by Ministry of PPN/Bappenas; and
- Bank Indonesia Monetary Policy Overview, January 2020.

Proyeksi 2020

Rencana Bisnis Bank untuk tahun 2020 telah disusun oleh Manajemen Bank dengan mempertimbangkan kondisi perekonomian pada tahun buku 2019 dan proyeksi perekonomian tahun 2020, baik dilihat dari segi makro maupun mikro. Rencana Bisnis Bank tahun 2019 dapat diuraikan pada tabel berikut.

2020 Projections

The Bank's Business Plan for 2020 has been prepared by the Bank's Management by considering the economic conditions in the 2019 fiscal year and economic projections for 2020, both in macro and micro terms. The 2019 Bank's Business Plan is described in the following table.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	Rencana Bisnis Bank 2020 Bank's Business Plan for 2020	Description
Laporan Laba Rugi			**Statement of Profit or Loss**
Pendapatan Bunga	1,976,522	1,982,898	Interest Income
Laba Tahun Berjalan	(58,345)	111,708	Profit for the Year
Laba per Saham Dasar (Nilai Penuh)	(3.69)	7.07	Basic Earnings per Share (Full Amount)
Laporan Posisi Keuangan			**Statement of Financial Position**
Aset	25,532,041	26,263,586	Assets
Kredit	13,459,487	14,908,542	Loans
Dana Pihak Ketiga	20,249,792	22,072,114	Third-Party Funds
Rasio Keuangan (%)			**Financial Ratios (%)**
ROA	(0.30)	0.55	ROA
ROE	(1.63)	3.49	ROE
NPL Gross	5.71	4.96	Gross NPL
NPL Nett	4.25	3.17	Net NPL
RIM	68.29	67.54	MIR
NIM	4.77	4.64	NIM
CASA	30.07	32.26	CASA
BOPO	105.11	92.83	BOPO
CAR/KPMM	18.55	18.78	CAR
Lainnya			**Others**
Karyawan (orang)	1,993	1,993	Employees (people)
Kantor	91	70	Offices
Kantor Cabang (dalam satuan)	33	31	Branch Offices (in unit)
Kantor Cabang Pembantu (dalam satuan)	54	37	Sub-Branch Offices (in unit)
Kantor Kas (dalam satuan)	4	2	Cash Offices (in unit)

Selain itu, Bank Artha Graha Internasional juga telah menyusun proyeksi untuk tahun 2020 yaitu:

1. **Struktur Pendanaan**
   Perbaikan struktur dana masih tetap menjadi perhatian utama dalam rencana Bank di tahun 2020. Hal ini sejalan dengan keinginan Bank untuk terus meningkatkan posisi

In addition, Bank Artha Graha Internasional has also prepared projections for 2020, namely:

1. **Funding Structure**
   Improvements to the funding structure remain a major concern in the Bank's 2020 plan. This is in line with the Bank's interest to continue to improve its Current Account

current account saving account (CASA) terhadap total pendanaan Bank dan mengoptimalkan sumber dana dengan tetap menjalankan intermediasi Bank dengan menjaga *rasio* intermediasi makroprudensial (RIM) sekitar 85%. Hal ini sejalan dengan keinginan Bank untuk terus meningkatkan profitabilitas dengan pertumbuhan dana pihak ketiga (DPK) sebesar ±Rp1,63 triliun atau 7,71% dibandingkan akhir tahun 2019. Komposisi CASA juga ditargetkan untuk mencapai 32,34%, serta target dari *fee based Income* mencapai Rp124 miliar. Untuk mencapai seluruh target tersebut, langkah utama Bank di tahun 2020 adalah penguatan pondasi dan infrastruktur digital untuk memperluas jaringan dan meningkatkan kualitas produk dan layanan.

Saving Account (CASA) position to the Bank's total funding and to optimize sources of funds while continuing to carry out Bank intermediation by maintaining a Macroprudential Intermediation Ratio (RIM) of around 85%. This is in line with the Bank's interest to continue to increase profitability with the growth of Third-Party Funds (DPK) of ±Rp1.63 trillion or 7.71% compared to that of end of 2019. CASA composition is also targeted to reach 32.34%, and the target of fee-based income is Rp124 billion. To achieve all of these targets, the Bank's main step in 2020 is to strengthen its digital foundations and infrastructure to expand networks and improve product and service quality.

2. Rencana Penyaluran Dana

Target dari rencana penyaluran dana Bank, yakni:

a. Pertumbuhan kredit sebesar 7,60% atau Rp1,20 triliun;
b. Portofolio kredit UMKM, Retail dan Konsumer terus ditingkatkan dan tumbuh sebesar 13,84% (tidak termasuk Kredit Usaha Rakyat) atau Rp650 miliar;
c. Portofolio Kredit Korporasi dan Komersil juga terus ditingkatkan sebesar Rp822 miliar atau sebesar 8,08%; dan
d. Menjaga RIM dalam batas aman sekitar 76,00%.

Langkah yang akan dilakukan oleh bank pada tahun 2020 guna mencapai pertumbuhan kredit yaitu dengan lebih meningkatkan portofolio kredit untuk sektor konsumer, UMKM dan retail. Selain itu, guna menjaga agar kualitas kredit tetap baik, penyempurnaan bisnis proses dan *credit scoring* akan terus dilakukan sehingga proses kredit dapat lebih cepat, sehat, dan optimal.

2. Fund Distribution Plan

The targets of the Bank's fund distribution plan are:

a. Loans growth of 7.60% or Rp1.20 trillion;
b. MSME, Retail, and Consumer Loan Portfolios continue to be improved and grow by 13.84% (not including Micro Community Commercial Loans) or Rp650 billion;
c. Corporate and Commercial Loan Portfolios also continue to be increased by Rp822 billion, or by 8.08%; and
d. Maintaining RIM within a safe limit of around 76.00%.

Steps that will be taken by the Bank in 2020 in order to achieve loans growth is by further increasing the loan portfolio for consumer, MSME, and retail sectors. Furthermore, in order to maintain good loan quality, business process improvement and credit scoring will continue to be carried out so that the loan process can be faster, more sound, and more optimum.

3. Struktur Permodalan

Permodalan Bank direncanakan mampu mendukung pengembangan usaha Bank ke depan sekaligus memenuhi ketentuan modal minimum sesuai dengan perhitungan tingkat kesehatan Bank yaitu lebih dari 12%. Optimalisasi penggunaan modal akan dilakukan untuk mencapai target tersebut, melalui beberapa rencana berikut.

a. Aktiva produktif bertumbuh dalam kuantitas dan kualitas, dengan menjaga NPL di kisaran 3% dan *Net Interest Margin* (NIM) lebih dari 4,5%;
b. Ekspansi kredit dengan akselerasi peningkatan pertumbuhan di sektor retail dan *consumer* secara bertahap;
c. Perbaikan persentase Biaya Operasi Pendapatan Operasi (BOPO) secara bertahap melalui berbagai upaya peningkatan pendapatan bank, serta melakukan efisiensi dan pengendalian beban operasi;
d. Pengelolaan kelebihan dana secara optimal dan menggunakan prinsip kehati-hatian melalui aktivitas *treasury* di pasar uang; dan

3. Capital Structure

The Bank's capital is planned to be able to support the Bank's business development to the future, while fulfilling the minimum capital requirement in accordance with the calculation of the Bank's soundness level of more than 12%. The capital will be used in an optimum manner to achieve these targets, through the following plans.

a. Earning assets grow in quantity and quality, by keeping NPL at around 3% and Net Interest Margin (NIM) at more than 4.5%;
b. Loan expansion by accelerating growth in retail and consumer sectors gradually;
c. Improving the percentage of Operating Income Operating Expenses (BOPO) gradually through various efforts to increase the Bank's revenue, and carrying out efficiency and control of operating expenses;
d. Managing excess funds in an optimum manner and using the prudential principle through treasury activities on the money market; and

e. Peningkatan *fee based income* dari aktivitas kredit maupun perluasan kegiatan jasa-jasa perbankan.

4. Produk dan Layanan

Bank berupaya untuk meningkatkan produk dan layanan yang sejalan dengan program pemerintah guna meningkatkan kepercayaan dari seluruh pemangku kepentingan. Produk dan layanan baru yang akan diluncurkan oleh Bank meliputi:

a. Manajemen *Application Programming Interface (API)*

   Produk ini dimanfaatkan untuk kerja sama penjualan *biller*, *virtual account*, pinjaman nasabah, pembukaan rekening dan layanan perbankan lainnya dengan pihak ketiga.

b. QRIS (*Quick Response Indonesia Standard)*
   Layanan *QR Code* berstandar nasional sebagai *issuer* dan *acquirer* untuk pembayaran melalui aplikasi *mobile banking* Bank.

c. *Acquiring Platform*
   Layanan *acquiring* yang berfungsi untuk penerimaan pembayaran kartu di *merchant* yang bekerja sama dengan Bank.

d. Dompet Elektronik
   Pembuatan dompet elektronik dengan melakukan integrasi berbagai sumber pembayaran ke dalam platform digital yang dimiliki Bank.

e. *Loyalty Point*
   Pemberian *point* bagi nasabah yang aktif bertransaksi di *channel* Bank maupun *channel* kerja sama Bank lainnya yang dapat ditukarkan dengan berbagai macam keuntungan yang tersedia.

f. *Digital Lending*
   Pengembangan produk pinjaman untuk kepentingan konsumtif maupun modal kerja kepada pelaku UMKM melalui aplikasi *mobile* maupun *platform* digital dengan memanfaatkan solusi manajemen risiko yang terintegrasi.

g. Tarik dan Setor Tunai pada *Merchant* Konvensional

   Layanan tarik dan setor tunai di *merchant* konvensional untuk membantu mengakomodasi kebutuhan transaksi keuangan tanpa melalui jaringan kantor Bank.

h. *E-Money Server Based*
   Penambahan *channel* pembayaran transaksi dengan kemudahan dan keamanan saat bertransaksi berbasis aplikasi *mobile.*

i. *E-Money Card Based*
   Kemudahan pembayaran transaksi di *merchant* yang bekerja sama dengan Bank dengan menggunakan kartu.

j. *Corporate Debit Card*
   Layanan *co-branding* kartu ATM dan Debit Belanja untuk anggota mitra/perusahaan kerja sama Bank dimana pengguna dapat melakukan aktivasi, *first pin*, dan *change pin* melalui aplikasi *mobile* .

e. Increasing fee-based income from loan activities and expansion of banking services.

4. Products and Services

The Bank seeks to improve products and services that are in line with government programs to increase the trust of all stakeholders. New products and services that will be launched by the Bank include:

a. Management of Application Programming Interface (API)
   This product is used for cooperation in the sale of billers, virtual accounts, customer loans, opening accounts, and other banking services with third parties.

b. QRIS (Quick Response Indonesia Standard)
   The national standard QR Code service as an issuer and acquirer for payments through the Bank's mobile banking application.

c. Acquiring Platform
   Acquiring service that functions to receive card payments at merchants that cooperate with the Bank.

d. Electronic Wallet
   Making electronic wallet by integrating various payment sources into digital platforms owned by the Bank.

e. Loyalty Point
   Giving points to customers who actively make transactions on the Bank channel or other channels that cooperates with the Bank that can be exchanged with various benefits available.

f. Digital Lending
   Development of loan products for consumptive purpose and working capital for MSME through mobile application and digital platform by utilizing the integrated risk management solutions.

g. Cash Withdrawal and Deposit at Conventional Merchants
   Cash withdrawal and deposit services at conventional merchants to help accommodate the needs of financial transactions without going through the Bank's office network.

h. E-Money Server Based
   Adding transaction payment channels with convenience and security when making transactions based on mobile applications.

i. E-Money Card Based
   Convenience in paying for transactions at merchants that cooperate with the Bank by using cards.

j. Corporate Debit Card
   ATM co-branding card and Shopping Debit card services for members of partner/company cooperating with the Bank where users can activate the first pin and change the pin through a mobile application.

k. *ID Cash*
Pengembangan produk kartu *co-branding* ATM dan Debit Belanja dengan fasilitas Gerbang Pembayaran Nasional (GPN) untuk ditujukan kepada WNI maupun WNA dimana proses aktivasi kartunya dapat dilakukan melalui aplikasi *mobile*.

l. Pembukaan Rekening E-KYC (*Electronic Know Your Customer*)
Pembukaan rekening bagi nasabah melalui aplikasi dengan metode perbandingan *Face Recognition* calon nasabah dengan data dari Disdukcapil tanpa melakukan wawancara tatap muka.

5. Pengembangan SDM

Bank Artha Graha Internasional mencanangkan 3 target strategis dalam rangka transformasi budaya kerja atau digitalisasi budaya kerja untuk mendapatkan kader baru dan mempertahankan kader terbaik Bank. Target strategis tersebut adalah implementasi prinsip *Human Resources* menjadi *Human Capital (Right People at the Right Place),* perbaikan budaya perusahaan melalui konsep *technology driven business,* dan mengevaluasi kembali perencanaan tenaga kerja, serta melakukan optimalisasi jumlah dan kinerja karyawan. Bank senantiasa memperhatikan kualitas SDM dari tahun ke tahun, dengan tetap menjaga komposisi SDM yaitu dengan merencanakan jumlah karyawan pada tahun 2020 sebanyak 1.993 orang.

6. Jaringan Kantor

Sejalan dengan rencana pengembangan dan kegiatan usaha, profitabilitas jaringan kantor sesuai potensi daerah, efisiensi dari konsolidasi jaringan kantor berdasarkan homogenitas geografis, serta *platform ecosystem* jaringan kantor dalam pemberdayaan mitra bisnis. Bank akan mengoptimalkan jaringan kantor yang selaras dengan potensi dan arah kebijakan daerah, serta mengonsolidasikan jaringan kantor dalam satu wilayah yang sama sehingga tercapai efisiensi dari waktu dan biaya. Perseroan berencana untuk menutup 17 kantor cabang dan KCP, serta memindahkan alamat lokasi beberapa kantor cabang, termasuk KCP dan kantor kas.

7. Pengembangan Teknologi Informasi

Bank Artha Graha Internasional akan terus melakukan penguatan infrastruktur dengan berkolaborasi dengan mitra strategis baik penyedia solusi Teknologi Informasi, jaringan mitra bisnis maupun pelaku bisnis *financial technology*. Dengan mempertimbangkan kondisi tersebut, Bank telah menetapkan langkah strategis sebagai berikut.

a. Meningkatkan kerja sama dengan mitra strategis;
b. Meningkatkan dan memperkaya fitur produk dan layanan pada kanal distribusi elektronik; dan
c. Meningkatkan kualitas infrastruktur teknologi informasi dan efisiensi proses operasional.

k. Cash ID
Development of ATM co-branding card and Shopping Debit card products with the National Payment Gateway (GPN) facility to address both Indonesian citizens and foreigners where the card activation process can be carried out through the mobile application.

l. Opening E-KYC (Electronic Know Your Customer) Account
Opening an account for customers through an application by using the Face Recognition comparison method of the prospective customer with the data from Disdukcapil (civil registry) without conducting face-to-face interviews.

5. HR Development

Bank Artha Graha Internasional has set 3 strategic targets in the framework of transforming work culture or digitizing work culture to get new cadres and maintain the best cadres of the Bank. The strategic targets are the implementation of Human Resources principle into Human Capital (Right People at the Right Place), improvement of corporate culture through the concept of technology driven business, and re-evaluation of workforce planning, as well as optimizing the number and performance of employees. The Bank always pays attention to the quality of human resources from year to year, by maintaining the HR composition by planning the number of employees in 2020 as many as 1,993 people.

6. Office Network

It is in line with the development plans and business activities, the regional potential-based office network profitability, the efficiency of geographic homogeneity-based office network consolidation, and the office network ecosystem platform in empowering business partners. The Bank will optimize its office networks that are aligned with the potential and direction of regional policies, and consolidate its office networks in the same region in order to achieve time and cost efficiency. The Company plans to close 17 branch offices and sub-branch offices, and moves the location of several branch offices, including sub-branch offices and cash offices.

7. Information Technology Development

Bank Artha Graha Internasional will continue to strengthen its infrastructure by collaborating with strategic partners, either Information Technology solution providers, business partner networks, or financial technology business players. By considering these conditions, the Bank has determined the following strategic steps.

a. Improving cooperation with strategic partners;
b. Enhancing and enriching product and service features on the electronic distribution channels; and
c. Improving the quality of information technology infrastructure and operational process efficiency.

Asumsi dalam Menyusun Proyeksi

Dalam menyusun rencana bisnis Bank digunakan asumsi makro dan mikro dengan memperhatikan kondisi perekonomian saat ini dan perkiraan kondisi perekonomian di masa depan yang diperkirakan akan dan masih dipengaruhi oleh kondisi ekonomi keuangan global dan kebijakan ekonomi pemerintah. Berikut ini asumsi makro ekonomi Indonesia tahun 2020 yang ditetapkan oleh Pemerintah dalam menyusun Rencana Kerja Pemerintah (RKP) 2020.

Assumptions in Preparing Projections

In drafting the Bank's business plan, macro and micro assumptions are used by considering the current economic condition and forecast of future economic condition, which are expected to be and still be influenced by the global financial economic condition and government economic policy. Below are Indonesia's macroeconomic assumptions for 2020 as set by the Government in preparing the 2020 Government Work Plan (RKP).

Indikator	Proyeksi/Projections 2020	Indicators
Pertumbuhan Ekonomi (%)	5.3	Economic Growth (%)
Tingkat Inflasi (% *yoy*)	3.1	Inflation Rate (% yoy)
Nilai Tukar (USD/Rp)	14,400	Exchange Rate (USD/Rp)
Suku Bunga SPN 3 Bulan (%)	5.4	SPN 3-month Interest Rate (%)
Harga Minyak (USD/barel)	65	Oil Prices (USD/barrel)
Lifting Minyak (Ribu barel/hari)	734	Oil Lifting (thousand barrels/day)
Lifting Gas (Ribu barel/hari)	1,190	Gas Lifting (thousand barrels/day)

Sumber: Kementerian Keuangan, 2019.
Source: Ministry of Finance, 2019.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

1. Penerapan PSAK No. 71
   Efektif 1 Januari 2020 Bank telah menerapkan PSAK 71 "instrumen keuangan" dengan membukukan tambahan cadangan kerugian penurunan nilai (CKPN) kredit yang diberikan sebesar Rp1.290.275 juta yang telah mengurangi saldo laba ditahan pada komponen ekuitas dan akan mengurangi rasio kewajiban penyediaan modal minimum sekitar 3%.

2. Dampak Penyebaran *Coronavirus Disease* - 19
   Pada 13 Maret 2020, Otoritas Jasa Keuangan telah menerbitkan Peraturan Otoritas Jasa Keuangan No. 11/ POJK/03/2020 tentang Stimulus Perekonomian Nasional Sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease* - 19 yang berlaku sejak 13 Maret 2020 sampai dengan 31 Maret 2021. Perihal dampak atas penyebaran Covid-19 dan Stimulus Perekonomian Nasional sedang dipelajari oleh manajemen Bank dan belum dapat diungkapkan dalam laporan keuangan.

Material Information and Facts Occurring Subsequent to the Accountant's Reporting Date

1. Implementation of PSAK No. 71
   Effective on 1 January 2020, the Bank has implemented PSAK 71 "financial instruments" by recording an additional allowance for impairment losses (CKPN) of loans amounting to Rp1,290,275 million, which has reduced the retained earnings in the equity component and will reduce the capital adequacy ratio of around 3%.

2. Impact of Coronavirus Disease - 19 Spread
   On 13 March 2020, the Financial Services Authority issued Financial Services Authority Regulation No. 11/ POJK.03/2020 on the National Economic Stimulus as a Countercyclical Policy on the Impact of the Coronavirus Disease -19 Spread, which takes effect from 13 March 2020 to 31 March 2021. The impact of the Covid-19 spread and the National Economic Stimulus is being studied by the Bank's Management and cannot yet be disclosed in the Financial Statements.

Kebijakan Dividen

Kebijakan Dividen

Kebijakan dividen ditetapkan setiap tahun melalui keputusan RUPS Tahunan dengan mempertimbangkan kondisi keuangan dan tingkat kesehatan Bank, serta seluruh peraturan yang relevan di bidang perbankan.

Pengumuman dan Pembayaran Dividen

Pada RUPS Tahunan yang dilaksanakan tanggal 21 Juni 2019, Pemegang Saham Bank menyetujui tidak ada pembagian dividen dari laba bersih tahun buku 2018. Seluruh laba bersih tersebut dimanfaatkan untuk memperkuat struktur permodalan dan persiapan penerapan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 71. Pada tahun sebelumnya, Bank juga tidak melakukan pembagian dividen dari laba bersih tahun buku 2017, sehingga seluruh laba bersih tersebut akan dimanfaatkan untuk memperkuat struktur permodalan dan melakukan ekspansi.

Program Kepemilikan Saham oleh Manajemen dan/atau Karyawan

Hingga akhir tahun buku 2019, Bank Artha Graha Internasional tidak melakukan Program Kepemilikan Saham atau *Employee Stock Option Plan* (ESOP) dan/atau pemberian Opsi Pembelian Saham kepada Manajemen atau *Management Stock Option Plan* (MSOP).

Realisasi Penggunaan Dana Hasil Penawaran Umum

Pada tahun 2019, Perseroan tidak menerbitkan saham ataupun melakukan konversi efek lain. Aksi korporasi terakhir telah dilaksanakan di tahun 2016 terkait Penawaran Umum Terbatas V. Dana hasil penawaran umum tersebut telah digunakan sepenuhnya di tahun 2018 dan telah disampaikan dalam Laporan Tahunan tahun tersebut. Dengan demikian, Bank tidak memiliki informasi dan kewajiban pelaporan penggunaan dana hasil penawaran umum.

Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, Restrukturisasi Utang/Modal

Ekspansi

Pada tahun 2019, Bank Artha Graha Internasional telah melakukan ekspansi dengan membuka 2 Kantor Cabang, yaitu Kantor Cabang Subang dan Kantor Cabang Tual.

Dividend Policy

Dividend Policy

Dividend policy is determined every year through the Annual GMS resolutions by considering the Bank's financial condition and soundness level, and all relevant regulations in the banking sector.

Announcement and Payment of Dividend

At the Annual GMS held on 21 June 2019, the Bank's Shareholders agreed that there would be no dividend distribution from net profit for the 2018 fiscal year. All net profit was utilized to strengthen the capital structure and prepare for the implementation of Statements of Financial Accounting Standards (PSAK) No. 71. In the previous year, the Bank also did not distribute dividends from the net profit for the 2017 fiscal year, so that all net profit will be used to strengthen the capital structure and make expansion.

Share Ownership Program by Management and/or Employees

Until the end of the 2019 fiscal year, Bank Artha Graha Internasional did not conduct an Employee Stock Option Plan (ESOP) and/or granted Stock Purchase Options to the Management or Management Stock Option Plan (MSOP).

Realization of Use of Proceeds from Public Offering

In 2019, the Company did not issue shares or convert other securities. The last corporate action was carried out in 2016 related to the Limited Public Offering V. Proceeds from the public offering were fully used in 2018 and were reported in the Annual Report for that year. Accordingly, the Bank does not have information and reporting obligations on the use of proceeds from public offering.

Material Information Related to Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, Debt/Capital Restructuring

Expansion

In 2019, Bank Artha Graha Internasional expanded by opening 2 Branch Offices, namely Subang Branch Office and Tual Branch Office.

Restrukturisasi Utang

Rincian kredit yang direstrukturisasi berdasarkan mata uang, jenis dan kolektibilitas yang dilakukan pada tahun 2019 ditunjukkan sebagai berikut.

Debt Restructuring

The details of debt restructuring based on currency, type and collectability made in 2019 are shown as follows.

(dalam jutaan Rupiah/ in million Rupiah)

Uraian	Rupiah	Mata Uang Asing Foreign Currency	Total	Rupiah	Mata Uang Asing Foreign Currency	Total	Description
Pihak Berelasi							**Related Parties**
Fixed Loans	120,369	-	-	-		120,369	Fixed Loans
Pihak Ketiga							**Third Parties**
Fixed Loans	1,446,831	-	738	65	88,809	1,714,282	Fixed Loans
Revolving Loans	427,722	177,839	-	-	-	923,308	Revolving Loans
Kredit Pemilikan Rumah dan Apartemen	5,131	495,586	-	-	1,593	9,319	House and Apartment Ownership Loans
Pinjaman Rekening Koran	21,596	2,595	-	-	-	21,596	Overdraft
Kredit Pemilikan Kios		-	-	-	-	-	Kiosk Ownership Loans
Kredit Tanpa Agunan	104	-	54	-	22	180	Unsecured Loans
Total	2,021,753	676,020	792	65	90,424	2,789,054	Total
Cadangan kerugian penurunan nilai	(21,232)	(30,057)	(1)	-	(37,721)	(89,011)	Allowances for Impairment Losses
Total Kredit - Bersih	2,000,521	645,963	791	65	52,703	2,700,043	Total Loans - Net

Disamping itu, Bank Artha Graha Internasional tidak melakukan investasi, divestasi, penggabungan/peleburan usaha, dan akuisisi.

Other than that, Bank Artha Graha Internasional did not invest, divest, merge/consolidate, acquire, and restructure debt/capital.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi

Pada tahun 2019, Bank Artha Graha Internasional tidak memiliki transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.

Information on Material Transactions Containing Conflict of Interest and/or Transactions with Related Parties

In 2019, Bank Artha Graha Internasional did not have any transactions containing conflict of interest and/or transactions with affiliated party.

Informasi Transaksi Material dengan Pihak Berelasi

Information on Material Transaction with Related Parties

Kebijakan Mekanisme *Review* atas Transaksi

Sepanjang tahun 2019, Bank Artha Graha Internasional telah melakukan transaksi dengan pihak-pihak berelasi yang dilaksanakan dengan syarat dan kondisi yang sama dengan pihak ketiga. Pihak-pihak berelasi tersebut merupakan perusahaan dan/atau perorangan yang memiliki hubungan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Bank.

Policy on Review Mechanism for Transaction

Throughout 2019, Bank Artha Graha Internasional conducted transactions with related parties based on the same terms and conditions as those for third parties. These related parties are companies and/or individuals that have ownership or management relationships either directly or indirectly with the Bank.

Bank menerapkan PSAK 7 (Revisi 2010), tentang "Pengungkapan Pihak-pihak Berelasi", untuk mengungkapkan hubungan, transaksi, dan saldo pihak-pihak berelasi, termasuk komitmen dalam laporan keuangan. Pihak-pihak berelasi tersebut terdiri dari:

1. Orang atau anggota keluarga terdekat memiliki relasi dengan entitas pelapor jika orang tersebut.
   a. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   b. Memiliki pengaruh signifikan atas entitas pelapor;
   c. Personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. Satu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut.
   a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk dan yang terkait dengan entitas lain).
   b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, dimana entitas lain tersebut adalah anggotanya).
   c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
   d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.
   e. Entitas tersebut adalah program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.
   f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (1).
   g. Orang yang diidentifikasi dalam butir (a) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

Nama Pihak dan Sifat Hubungan Berelasi

Pihak-pihak berelasi berdasarkan sifat dari hubungan dan transaksi ditunjukkan sebagai berikut.

The Bank applies PSAK 7 (Revision 2010) on "Disclosure of Related Parties", which requires disclosure of relationships, transactions, and balances of related parties, including commitments in financial statements. The related parties consist of:

1. Person or immediate family member who has relationship with the reporting entity if the person.
   a. Has control or joint control over the reporting entity;
   b. Has significant influence over the reporting entity;
   c. Is a key management personnel of the reporting entity or parent entity of the reporting entity.

2. An entity is related to the reporting entity if it meets one of the following criteria.
   a. The entity and reporting entity are members of the same business group (meaning parent entity and those related to other entity).
   b. One entity is an associate entity or joint venture of another entity (or an associate entity or joint venture which is a member of a business group, of which the other entity is a member).
   c. Both entities are joint ventures of the same third party.
   d. One entity is a joint venture of a third entity and the other entity is an associate entity of the third entity.
   e. Such entity is a post-employment benefit program for employee benefit of one of the reporting entities or entities related to the reporting entity. If the reporting entity is the entity organizing the program, then the sponsoring entity is also related to the reporting entity.
   f. Entities controlled or jointly controlled by persons identified in letter (1).
   g. Persons identified in letter (a) who have significant influence over the entity or key management personnel of the entity (or parent entity of the entity).

Name of Parties and Nature of Relationship

The related parties based on the nature of the relationship and transaction are shown below.

Pihak Berelasi Related Parties	Sifat dari Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Buanagraha Arthaprima	Memiliki kesamaan Pemegang Saham Has same shareholders	BOT (*Build, Operate and Transfer*), Giro dan Deposito Berjangka BOT (Build, Operate, and Transfer), Demand Deposit, and Time Deposit
PT Cerana Arthaputra	Pemegang Saham Bank Bank's Shareholder	Jaminan perusahaan dan Giro Corporate Guarantee and Demand Deposit

Pihak Berelasi Related Parties	Sifat dari Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Karya Nusantara Permai	Pemegang Saham Bank Bank's Shareholder	Jaminan perusahaan dan Giro Corporate Guarantee and Demand Deposit
PT Pirus Platinum Murni	Pemegang Saham Bank Bank's Shareholder	Jaminan perusahaan dan Giro Corporate Guarantee and Demand Deposit
PT Puspita Bisnispuri	Pemegang Saham Bank Bank's Shareholder	Jaminan perusahaan dan Giro Corporate Guarantee and Demand Deposit
PT Arthamulia Sentosajaya	Pemegang Saham Bank Bank's Shareholder	Jaminan perusahaan dan Giro Corporate Guarantee and Demand Deposit
PT Andana Utamagraha	Afiliasi Affiliate	Giro Demand Deposit
PT Erajaya Swasembada Tbk	Afiliasi Affiliate	Giro Demand Deposit
PT Danayasa Arthatama Tbk	Afiliasi Affiliate	Kredit Loan
PT Era Sukses Abadi	Afiliasi Affiliate	Kredit dan Giro Loan and Demand Deposit
PT Electronic City Indonesia Tbk	Afiliasi Affiliate	Giro Demand Deposit
PT Jakarta International Hotels & Development Tbk	Afiliasi Affiliate	Kredit, Giro, dan Deposito Berjangka Loan, Demand Deposit, and Time Deposit
PT Makmur Jaya Serasi	Afiliasi Affiliate	Giro dan Deposito Berjangka Demand Deposit and Time Deposit
PT Agung Sedayu Propertindo	Afiliasi Affiliate	Deposito Berjangka Time Deposit
PT Cahaya Bintang Agung	Afiliasi Affiliate	Bank Garansi Bank Guarantee
PT Griya Mandiri Perkasa	Afiliasi Affiliate	Kredit Loan
PT Lokta Karya Perbakin	Afiliasi Affiliate	Kredit Loan
Mina Harapan	Afiliasi Affiliate	Deposito Berjangka dan Tabungan Time Deposit and Saving
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Deposito Berjangka dan Tabungan Time Deposit and Saving
Tomy Winata dan Sugianto Kusuma Tomy Winata and Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	Giro, Tabungan, dan Deposito Berjangka Demand Deposit, Saving and Time Deposit
Edijanto	Komisaris Independen Independent Commissioner	Giro dan Tabungan Demand Deposit and Saving
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	Tabungan Saving
Richard Halim Kusuma	Komisaris Commissioner	Giro, Tabungan, dan Deposito Berjangka Demand Deposit, Saving and Time Deposit
Andy Kasih	Direktur Utama President Director	Giro dan Deposito Berjangka Demand Deposit and Time Deposit
Andry Siantar	Direktur Kepatuhan dan Independen Compliance and Independent Director	Tabungan dan Deposito Berjangka Saving and Time Deposit
Anas Latief	Direktur Director	Deposito Berjangka dan Tabungan Time Deposit and Saving
Abdul Harris C J Simbolon	Direktur Director	Kredit, Tabungan, dan Deposito Berjangka Loan, Saving and Time Deposit
Tomy Yongelis	Direktur Director	Tabungan Saving
Indrastomo Nugroho	Direktur Director	Tabungan Saving
Christina Harapan	Direktur Director	Kredit, Giro, dan Tabungan Loan, Demand Deposit and Saving
Indra Sintung Budianto	Direktur Director	Kredit, Giro, dan Tabungan Loan, Demand Deposit and Saving

Pihak Berelasi Related Parties	Sifat dari Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
Panji Yudha Winata	Afiliasi Affiliate	Kredit, Giro, dan Tabungan Loan, Demand Deposit, and Saving
Andi Bharata Winata	Afiliasi Affiliate	Tabungan Saving
Lareina Kusuma dan Luvena K.H. Lareina Kusuma and Luvena K.H.	Afiliasi Affiliate	Giro Demand Deposit
Susanto Kusuma	Afiliasi Affiliate	Giro dan Deposito Berjangka Demand Deposit and Time Deposit
Adithya Prakarsa Winata	Afiliasi Affiliate	Giro, Tabungan, dan Deposito Berjangka Demand Deposit, Saving, and Time Deposit
Ami Swanto Winata	Afiliasi Affiliate	Giro dan Deposito Berjangka Demand Deposit and Time Deposit
Alexander Halim Kusuma	Afiliasi Affiliate	Giro dan Deposito Berjangka Demand Deposit and Time Deposit
Arpin Wiradisastra	Afiliasi Affiliate	Giro Demand Deposit
Edwin siantar dan Novy P Edwin siantar and Novy P	Afiliasi Affiliate	Deposito Berjangka dan Tabungan Time Deposit and Saving

Realisasi Transaksi

Adapun rincian saldo dengan pihak-pihak berelasi diuraikan sebagai berikut.

Realization of Transactions

Details of balances with related parties are described as follows.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Laporan Posisi Keuangan			**Statement of Financial Position**
Kredit yang Diberikan – Bersih			Loans - Net
PT Lentera Duasatu Propertindo	120,369	121,404	PT Lentera Duasatu Propertindo
Panji Yudha Winata	95,976	100,309	Panji Yudha Winata
PT Danayasa Arthatama Tbk	73,721	74,974	PT Danayasa Arthatama Tbk
PT Jakarta International Hotels & Development	67,217	69,345	PT Jakarta International Hotels & Development
Andi Bharata Winata	19,266	20,953	Andi Bharata Winata
Adithya Prakarsa Winata	8,990	-	Adithya Prakarsa Winata
Emelia Susanto	5,426	5,961	Emelia Susanto
Cristina Harapan	5,581	6,922	Cristina Harapan
PT Yudha Kencana Properti	-	98,707	PT Yudha Kencana Properti
Total	**396,546**	**498,575**	**Total - Net**
Persentase dari Total Kredit yang Diberikan (%)	**2.89**	**3.14**	**Percentage from Total Loans (%)**
Persentase dari Total Aset (%)	**1.55**	**1.89**	**Percentage from Total Assets (%)**
Simpanan Nasabah	**-**	**-**	**Deposits from customers**
Giro	60,942	26,330	Demand Deposits
Tabungan	30,935	12,857	Saving
Deposito Berjangka	440,314	9,580	Time Deposits
Total	**532,191**	**48,767**	**Total**
Persentase dari Total Simpanan Nasabah (%)	**2.63**	**0.00**	**Percentage from Total Deposits from Customers (%)**
Persentase dari Total Liabilitas (%)	**2.53**	**0.00**	**Percentage from Total Liabilities (%)**

Rincian transaksi dengan pihak-pihak berelasi diuraikan sebagai berikut.

Details of transactions with related parties are described as follows.

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Laporan Posisi Keuangan			**Statement of Financial Position**
Pendapatan Bunga	22,846	25,881	Interest Income
Persentase dari Total Pendapatan Bunga (%)	1.16	1.14	Percentage from Total Interest Income (%)
Beban Bunga	12,962	38,653	Interest Expenses
Persentase dari Total Beban Bunga (%)	1.24	3.63	Percentage from Total Interest Expenses (%)
Beban Tenaga Kerja			**Personnel Expenses**
Manajemen Kunci	126,264	39,069	Key Management
Persentase dari Total Beban Tenaga Kerja (%)	34.27	9.32	Percentage from Total Personnel Expenses (%)
Beban Operasi			**Operating Expenses**
Beban Sewa	45,747	22,230	Rent Expenses
Persentase dari Total Beban Operasi (%)	11.59	4.92	Percentage from Total Operating Expenses (%)

1. Transaksi *Build*, *Operate*, *and Transfer* (BOT) atas Gedung Artha Graha dengan PT Buanagraha Arthaprima selama jangka waktu 40 tahun;
2. Bank menjaminkan tanah yang dimilikinya yang terletak di Jl. Jenderal Sudirman Kav. 52-53, Jakarta Selatan sehubungan dengan fasilitas kredit yang diterima oleh pihak berelasi;
3. Bank melakukan transaksi sewa gedung dengan PT Buanagraha Arthaprima;
4. Pelunasan pinjaman subordinasi dari Bank Indonesia dijamin oleh jaminan perusahaan dari PT Arthamulia Sentosajaya, PT Cerana Arthaputra, PT Karya Nusantara Permai, PT Pirus Platinum Murni, dan PT Puspita Bisnispuri serta jaminan pribadi dari Tomy Winata dan Sugianto Kusuma; dan
5. Komitmen dan kontinjensi dengan pihak-pihak berelasi pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp975 juta dan Rp 178 juta.

1. The Build, Operate, and Transfer (BOT) transaction of Artha Graha Building is with PT Buanagraha Arthaprima for a period of 40 years;
2. The bank guarantees its land which is located on Jl. Jenderal Sudirman Kav. 52-53, South Jakarta in connection with the loan facilities received by related parties from Kinleigh Financial Services Ltd Singapore;
3. The Bank entered into a building lease transaction with PT Buanagraha Arthaprima;
4. Repayment of subordinated loans from Bank Indonesia is guaranteed by company guarantees from PT Arthamulia Sentosajaya, PT Cerana Arthaputra, PT Karya Nusantara Permai, PT Pirus Platinum Murni, and PT Puspita Bisnispuri, and personal guarantees from Tomy Winata and Sugianto Kusuma; and
5. Commitments and contingencies with related parties as of 31 December 2019 and 2018 amounted to Rp975 million and Rp178 million, respectively.

Kewajaran dan Alasan Dilakukan Transaksi

Transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai dengan kepentingan Bank. Seluruh transaksi dengan pihak berelasi dilaksanakan atas dasar alasan kebutuhan usaha Bank serta ditujukan untuk meningkatkan kinerja Bank.

Fairness in and Reasons for Making Transactions

Transactions with related parties have been conducted fairly in accordance with the interests of the Bank. All transactions with related parties are made on the grounds of the Bank's business needs and are intended to improve the Bank's performance.

Pemenuhan Peraturan dan Ketentuan Terkait

Dalam hal pemenuhan peraturan dan ketentuan terkait, Bank mengacu kepada:

1. Peraturan Bank Indonesia No. 8/13/PBI/2006 tentang Perubahan atas PBI No. 7/3/PBI/2005 tentang Batas Maksimum Pemberian Kredit Bank Umum;

Compliance with Related Regulations and Provisions

In terms of compliance with relevant rules and regulations, the Bank refers to:

1. Bank Indonesia Regulation No. 8/13/PBI/2006 on Amendment to PBI No. 7/3/PBI/2005 on Legal Lending Limit (LLL) for Commercial Banks;

2. Peraturan Otoritas Jasa Keuangan No. 15/POJK.03/2018 tentang Batas Maksimum Pemberian Kredit atau Batas Maksimum Penyaluran Dana Bank untuk Mendorong Pertumbuhan Sektor Pariwisata dan Peningkatan Devisa; dan
3. Peraturan Otoritas Jasa Keuangan No. 32 /POJK.03/2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar bagi Bank Umum.

2. Financial Services Authority Regulation No. 15/POJK.03/2018 on Legal Lending Limit or Maximum Funding Limit of the Bank to Boost Growth in Tourism Sector and Increase Foreign Exchange; and
3. Financial Services Authority Regulation No. 32 / POJK.03/2018 on Legal Lending Limit and Provision of Large Exposure for Commercial Banks.

Komitmen dan Kontinjensi

Commitments and Contingencies

Ikhtisar Komitmen dan Kontinjensi
Highlights of Commitments and Contingencies

(dalam jutaan Rupiah atau dinyatakan lain/ in million Rupiah, unless stated otherwise)

Uraian	2019	2018	Description
Komitmen			**Commitments**
Tagihan Komitmen:			Commitments Receivables:
Pembelian Spot dan ***Forward*** Valuta Asing	-	29,815	Purchase of Spot and Forward of Foreign Currency
Liabilitas Komitmen:			Commitment Liabilities:
Fasilitas Kredit yang Belum Digunakan	(757,708)	(952,846)	Unused Loan Facilities
Penjualan *Spot* dan *Forward* Valuta Asing	(600,945)	(116,039)	Sale of Spot and Forward of Foreign Currency
L/C yang Masih Beredar	(187,164)	(225,849)	Outstanding L/C
Liabilitas Komitmen – Bersih	(1,545,817)	(1,264,919)	Commitment Liabilities - Net
Kontinjensi			**Contingencies**
Tagihan Kontinjensi:			Contingent Receivables:
Pendapatan Bunga dalam Penyelesaian	6,348	6,285	Past Due Interest Revenues
Liabilitas Kontinjensi:			Contingent Liabilities:
Garansi yang Diterbitkan	(72,339)	(90,491)	Guarantee Issued
Setoran Titipan	-	-	Deposits
Lain-lain	(50,000)	(50,000)	Others
Liabilitas Kontinjensi – Bersih	(115,990)	(134,206)	Contingent Liabilities - Net
Total Liabilitas Komitmen dan Kontinjensi - Bersih	**(1,661,808)**	**(1,515,164)**	**Total Commitment and Contingency Liabilities – Net**

Larangan, Batasan dan/atau Hambatan Signifikan untuk Melakukan Transfer Dana antara Bank dan Entitas Lain dalam Suatu Kelompok Usaha

Bank Artha Graha Internasional tidak memiliki pembatasan dalam prosedur operasional terkait transfer dana nasabah, baik dalam bentuk transfer masuk maupun transfer keluar antara Bank dan entitas lain dalam satu kelompok usahanya.

Prohibitions, Limitations, and/or Significant Hindrances to Perform Fund Transfer Between the Bank and Other Entities in One Business Group

Bank Artha Graha Internasional has no restrictions in operational procedures related to Customer's fund transfer, either incoming or outgoing transfers, between the Bank and other entities within its business group.

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan dan Dampaknya terhadap Laporan Keuangan

Pada tahun 2019, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap kegiatan operasional dan pengembangan bisnis Perseroan.

Transaksi-Transaksi Penting Lainnya dalam Jumlah yang Signifikan

Selama tahun 2019, Bank Artha Graha Internasional tidak melaksanakan transaksi-transaksi penting lainnya dalam jumlah yang signifikan.

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi

Pada tahun 2019, tidak terdapat kejadian yang luar biasa dan jarang terjadi di Bank Artha Graha Internasional.

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Laporan Keuangan

Perubahan Kebijakan Akuntansi yang Signifikan

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia telah menerbitkan Pernyataan Standar Akuntansi Keuangan (PSAK) dan revisi yang berlaku efektif mulai tanggal 1 Januari 2019, yaitu sebagai berikut.

1. Amandemen PSAK No. 1, "Penyajian Laporan Keuangan tentang Prakarsa Pengungkapan";
2. Amandemen PSAK No. 2, "Laporan Arus Kas tentang Prakarsa Pengungkapan" yang berlaku efektif untuk periode tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2018. Amandemen PSAK No. 2 ini mensyaratkan entitas untuk menyediakan pengungkapan yang memungkinkan pengguna laporan keuangan untuk mengevaluasi perubahan pada liabilitas yang timbul dari aktivitas pendanaan, termasuk perubahan yang timbul dari arus kas maupun perubahan non kas. Amandemen tersebut tidak menentukan format spesifik untuk mengungkapkan aktivitas pendanaan namun, suatu entitas dapat memenuhi tujuan pengungkapan dengan menyediakan rekonsiliasi antara saldo awal dan akhir liabilitas yang timbul dari aktivitas pendanaan dalam laporan posisi keuangan.
3. PSAK No. 3 (Penyesuaian 2016), "Laporan Keuangan Interim";
4. PSAK No. 24 (Amandemen 2018), "Imbalan Kerja tentang Amendemen, Kurtailmen atau Penyelesaian Program", memberikan panduan yang lebih jelas bagi entitas dalam

Amendment to Laws and Regulations with Significant Influence and the Impacts on the Financial Statements

In 2019, there were no amendments to laws and regulations that significantly affected the Company's operational activities and business development.

Other Important Transactions in Significant Amounts

Throughout 2019, Bank Artha Graha Internasional did not carry out other important transactions in significant amount.

Reported Financial Information Containing Extraordinary and Rarely Occurring Events

In 2019, there were no extraordinary and rarely occurring events happening at Bank Artha Graha Internasional.

Amendments to Accounting Principles and Their Impact on the Financial Statements

Significant Amendments to Accounting Principles

The Financial Accounting Standard Board of the Indonesian Institute of Accountants has issued the Statements Financial Accounting Standards (PSAK) and revisions which are effective on or after 1 January 2019, as follows.

1. Amendment to PSAK No. 1, "Presentation of Financial Statements on Disclosure Initiatives";
2. Amendment to PSAK No. 2, "Statement of Cash Flow on Disclosure Initiatives", which is effective for the period of fiscal year that begins on or after 1 January 2018. Amendment to PSAK No. 2 requires the entity to provide disclosure that will enable users of the financial statements to evaluate changes in the liabilities that incur from financing activities, including changes incurring from changes of cash and non-cash flow. The amendment does not specify a specific format to disclose the financing activities. However, an entity can fulfill the purpose of disclosure by providing a reconciliation between the beginning and ending balances of the liabilities arising from financing activities in the statement of financial position.
3. PSAK No. 3 (Adjustment 2016), "Interim Financial Statements";
4. PSAK No. 24 (Amendment 2018), "Employee Benefits of Amendments, Curtailment or Programs Settlements", provides clearer guidance for entities in recognizing past

mengakui biaya jasa lalu, keuntungan dan kerugian penyelesaian, biaya jasa kini dan bunga neto setelah adanya amendemen, kurtailmen atau penyelesaian program karena menggunakan asumsi aktuarial terbaru (sebelumnya menggunakan asumsi aktuarial pada saat awal pelaporan tahunan). Selain itu, Amendemen PSAK No. 24 juga mengklarifikasi bagaimana persyaratan akuntansi untuk amendemen, kurtailmen atau penyelesaian program dapat mempengaruhi persyaratan batas atas aset yang terlibat dari pengurangan surplus yang menyebabkan dampak atas aset berubah.

5. Amandemen PSAK No. 46, "Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Rugi yang Belum Direalisasi";
   a. Menambahkan contoh ilustrasi untuk mengklarifikasi bahwa perbedaan temporer dapat dikurangkan timbul ketika jumlah tercatat aset instrumen utang yang diukur pada nilai wajar dan nilai wajar tersebut lebih kecil dari dasar pengenaan pajaknya, tanpa mempertimbangkan apakah entitas memperkirakan untuk memulihkan jumlah tercatat instrumen utang melalui penjualan atau penggunaan, misalnya dengan memiliki dan menerima arus kas kontraktual, atau gabungan keduanya;
   b. Mengklarifikasi bahwa untuk menentukan apakah laba kena pajak akan tersedia, sehingga perbedaan temporer yang dapat dikurangkan dapat dimanfaatkan, maka penilaian perbedaan temporer yang dapat dikurangkan tersebut dilakukan sesuai dengan peraturan pajak;
   c. Menambahkan bahwa pengurangan pajak yang berasal dari pembalikan aset pajak tangguhan dikecualikan dari estimasi laba kena pajak masa depan. Lalu entitas membandingkan perbedaan temporer yang dapat dikurangkan dengan estimasi laba kena pajak masa depan yang tidak mencakup pengurangan pajak yang dihasilkan dari pembalikan aset pajak tangguhan tersebut untuk menilai apakah entitas memiliki laba kena pajak masa depan yang memadai.
6. PSAK No. 60 (Penyesuaian 2016), "Instrumen Keuangan: Pengungkapan".

Alasan Perubahan Kebijakan Akuntansi

Penerapan standar akuntansi keuangan dilakukan untuk mematuhi PSAK maupun ISAK yang berlaku dalam tahun berjalan.

Dampak Perubahan Kebijakan Akuntansi yang Signifikan

Bank Artha Graha Internasional telah menerapkan standar akuntansi tersebut, namun perubahan tersebut tidak menimbulkan dampak yang material atas standar dan interpretasi yang berlaku efektif pada 1 Januari 2019 terhadap Laporan Keuangan Bank.

service costs, settlement gains and losses, current service costs and net interest after amendments, curtailments or program settlement because it uses the latest actuarial assumptions (previously using actuarial assumptions at the beginning of annual reporting). In addition, the Amendment to PSAK No. 24 also clarifies how the accounting requirements for amendments, curtailments or programs settlement can affect the boundary requirements of the assets involved from reducing surpluses that cause the impact on assets' change.

5. Amendment to PSAK No. 46, "Income Taxes on Recognition of Deferred Tax Assets for Unrealized Losses";
   a. Adding illustrative examples to clarify that a deductible temporary difference arises when the carrying amount of debt instrument assets measured at fair value and the fair value is smaller than the tax base, regardless of whether the entity estimates to recover the carrying amount of the debt instrument through sale or use, for example by owning and receiving contractual cash flows, or a combination of both;
   b. Clarifying that to determine whether the taxable income will be available, so that the deductible temporary differences can be utilized, then the deductible temporary differences assessment is carried out in accordance with the tax regulations;
   c. Adding that the tax deduction arising from the reversal of deferred tax assets is excluded from the estimates of future taxable income. Then, the entity compares the deductible temporary difference to the estimated future taxable income that does not include tax deductions resulting from the reversal of such deferred tax assets to assess whether the entity has adequate future taxable income.
6. PSAK No. 60 (Adjustment 2016), "Financial Instruments: Disclosures".

Reasons of Amendments to Accounting Principles

The implementation of financial accounting standards is carried out to comply with the applicable PSAK and ISAK in the current year.

Significant Impact due to Amendments to Accounting Principles

Bank Artha Graha Internasional has adopted these accounting standards, but the amendments to accounting principles did not have a material impact on the standards and interpretations which are effective on 1 January 2019 to the Bank's Financial Statements.

Hal-Hal Penting yang Diperkirakan Terjadi pada Masa Mendatang

Hal-hal penting yang diperkirakan terjadi di masa yang akan datang yang akan memengaruhi kinerja Bank diuraikan sebagai berikut.

1. Komposisi sumber pendanaan;
2. Perkembangan produk perbankan yang semakin inovatif;
3. Permodalan;
4. Sistem informasi;
5. Permasalahan perkreditan;
6. Kejahatan perbankan;
7. Ketentuan-ketentuan baru;
8. Kondisi perekonomian Indonesia; dan
9. Kebijakan manajemen atas struktur modal Bank.

Informasi Kelangsungan Usaha

Hal-Hal yang Berpotensi Berpengaruh terhadap Kelangsungan Usaha

Dalam menjalankan usahanya, Bank Artha Graha Internasional memiliki risiko yang dapat mempengaruhi kinerja operasional dan keuangan. Hal-hal yang dapat mempengaruhi kelangsungan usaha Bank, yaitu:

1. Perubahan kondisi ekonomi makro dan mikro;
2. Perubahan kebijakan di bidang perbankan dan pasar modal;
3. Tingkat kecukupan modal Bank; dan
4. Risiko-risiko yang dihadapi Bank lainnya.

Assessment Manajemen

Manajemen Bank telah melakukan penilaian atas kemampuan Bank untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Bank memilki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Bank tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Bank untuk melanjutkan usahanya.

Asumsi yang Digunakan Manajemen untuk Melakukan *Assessment*

Manajemen berasumsi bahwa kondisi ekonomi di Indonesia dan secara global tidak akan mengalami perubahan fundamental yang dapat mengganggu jalannya bisnis secara alamiah di industri perbankan.

Important Matters that are Anticipated to Occur in the Future

Important matters anticipated to occur in the future that will affect the Bank's performance are described as follows.

1. Composition of source of fund;
2. The development of increasingly innovative banking products;
3. Capital;
4. Information system and technology, particularly in banking sector;
5. Credit problems;
6. Banking crime;
7. New provisions;
8. Indonesian economic conditions; and
9. Management policy of the Bank's capital structure.

Information on Business Continuity

Matters With Potential Significant Impact to the Business Continuity

In running its business, Bank Artha Graha Internasional has risks that can affect its operational and financial performance. Matters that can affect the Bank's business continuity are described as follows:

1. Changes in macro and micro economic conditions;
2. Changes in policies in banking and capital markets;
3. The Bank's capital adequacy level; and
4. Other risks faced by the Bank.

Management Assessment

The Bank's Management has assessed the Bank's ability to continue its business continuity and believes that the Bank has the resources to continue its business in the future. Moreover, the Bank's Management does not see any material uncertainty that can cause significant doubts on the Bank's ability to continue its business.

Assumptions Used By the Management In Conducting Assessment

The Management assumes that the economic condition in Indonesia and globally will not experience fundamental changes that can naturally disrupt the natural business course in banking industry.


Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec



Dalam mengupayakan peningkatan kualitas penerapan prinsip tata kelola secara konsisten, Bank Artha Graha Internasional melakukan pemutakhiran peraturan dan ketentuan internal Bank, disertai dengan langkah antisipasi bentuk-bentuk konflik kepentingan yang dapat merugikan Bank.



Tata Kelola **Perusahaan**

Corporate Governance

As an effort to consistently improve the quality of implementation of governance principles, Bank Artha Graha Internasional updates its internal rules and regulations, accompanied by some anticipatory measures to address forms of conflict of interest that may be harmful to the Bank.

Komitmen Penerapan GCG Secara Berkelanjutan
Commitment to Sustainably Implementing GCG

Bank Artha Graha Internasional menyadari bahwa penerapan *Good Corporate Governance* (GCG) merupakan proses yang berkelanjutan dan berkesinambungan, sehingga memerlukan komitmen penuh dari seluruh jajaran manajemen. Oleh karena itu, Bank menerapkan GCG ke dalam sistem dan prosedur kerja.

Penerapan GCG diharap mampu menjadi pendukung dalam menghadapi persaingan usaha, serta meningkatkan efektivitas dan efisiensi dalam pengelolaan sumber daya manusia, sehingga berimplikasi pada peningkatan nilai perusahaan.

Bank Artha Graha Internasional realizes that the Good Corporate Governance (GCG) implementation is an ongoing and continuous process, therefore, it requires full commitment from all levels of Management. Thus, the Bank implements GCG into work systems and procedures.

The GCG implementation is expected to be a supporter in facing business competition, as well as to increase effectiveness and efficiency in human resource management, so that it has implications for the increase of Company value.



Penerapan Prinsip-Prinsip GCG
Implementation of GCG Principles

Dalam menerapkan prinsip-prisip GCG, Bank Artha Graha Internasional mengacu pada 5 prinsip dasar yaitu transparansi, akuntabilitas, responsibilitas, independensi, serta kewajaran dan kesetaraan yang diuraikan sebagai berikut.

In implementing GCG principles, Bank Artha Graha Internasional refers to 5 basic principles, namely transparency, accountability, responsibility, independence, as well as fairness and equality, which are described as follows.

Transparansi
Transparency

Bank mengungkapkan informasi terkait kinerja dan kegiatan pengelolaan perusahaan secara tepat waktu, jelas, akurat, dan dapat dipertanggungjawabkan, serta mudah diakses oleh pemangku kepentingan sesuai dengan haknya.

The Bank discloses information related to company performance and management activities in a timely, clear, accurate, and accountable manner, and easily accessed by stakeholders in accordance with their rights.

Akuntabilitas
Accountability

Bank memiliki kebijakan terkait tugas dan tanggung jawab yang jelas dari setiap organ dan karyawan yang diselaraskan dengan visi, misi, nilai-nilai perusahaan (*corporate values*), dan strategi Bank. Guna memastikan berjalannya prinsip ini, Bank juga melaksanakan pengawasan internal melalui sistem pengendalian internal yang efektif.

The Bank has clear policies related to the duties and responsibilities of each organ and employee that are aligned with the Bank's vision, mission, corporate values, and strategies. To ensure the implementation of this principle, the Bank also carries out internal supervision through an effective internal control system.

Responsibilitas
Responsibility

Bank memastikan bahwa seluruh organ tata kelola telah mengimplementasikan prinsip kehati-hatian dengan tunduk dan patuh pada ketentuan dan peraturan perundang-undangan yang berlaku. Selain itu, pemenuhan Bank ditunjukan dengan kepedulian dalam melaksanakan tugas dan tanggung jawab sosial terhadap masyarakat dan kelestarian lingkungan terutama di sekitar wilayah operasional.

The Bank ensures that all governance organs have implemented the prudential principle by complying with and adhering to the applicable provisions and laws and regulations. In addition, the fulfillment of the Bank is demonstrated by its concern in carrying out its duties and social responsibilities to the community and environmental preservation, especially around the operational area.

Independensi
Independence

Bank menjamin bahwa setiap organ tata kelola memegang teguh prinsip independensi dengan menghindari terjadinya dominasi oleh pihak tertentu, tidak akan terpengaruh oleh kepentingan manapun, serta menghindari benturan kepentingan dan tekanan yang dapat mempengaruhi pengambilan keputusan agar dapat diambil secara objektif.

The Bank guarantees that each governance organ adheres to the principle of independence by avoiding domination by certain parties, not being affected by any interests, and avoiding conflicts of interest and pressure that can influence decision making from being taken objectively.

Kewajaran dan Kesetaraan
Fairness and Equality

Bank senantiasa memberikan kesempatan yang sama bagi para pemangku kepentingan untuk dapat memberikan masukan dan menyampaikan opini demi kemajuan Bank yang disesuaikan juga dengan kapasitas masing-masing pemangku kepentingan. Selain itu, kesempatan yang sama juga diberikan Bank kepada setiap karyawan dalam proses rekrutmen dan pengembangan karier yang dilakukan secara adil dan setara.

The Bank always provides equal opportunities for stakeholders to be able to provide input and express opinions for the progress of the Bank which is also adjusted to the capacity of each stakeholder. In addition, the same opportunity is also given by the Bank to every employee in the process of recruitment and career development which is carried out fairly and equally.

Dasar Penerapan GCG
Basis of GCG Implementation

Penerapan GCG Bank Artha Graha Internasional mengacu kepada ketentuan, peraturan, serta perundang-undangan yang berlaku yaitu:

1. Undang-Undang No. 10 tahun 1998 tentang Perbankan;
2. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik;
4. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
5. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tentang Keterbukaan Atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
6. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
7. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;
8. Peraturan Otoritas Jasa Keuangan No. 32/POJK.03/2016 tentang Transparansi dan Publikasi Laporan Bank;
9. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum;
10. Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum;
11. Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum.

Bank Artha Graha Internasional telah mengintegrasikan berbagai peraturan-peraturan tersebut ke dalam peraturan dan kebijakan Bank secara bertahap.

GCG implementation of Bank Artha Graha Internasional refers to the applicable provisions, regulations and laws, which are:

1. Law No. 10 of 1998 on Banking;
2. Law No. 40 of 2007 on Limited Liability Company;
3. Financial Services Authority Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies;
4. Financial Services Authority Regulation No. 21/POJK.04/2015 on Implementation of Governance Guidelines of Public Company;
5. Financial Services Authority Regulation No. 31/POJK.04/2015 on Disclosure of Material Information or Fact by Issuers or Public Companies;
6. Financial Services Authority Regulation No. 18/POJK.03/2016 on Implementation of Risk Management for Commercial Banks;
7. Financial Services Authority Regulation No. 29/POJK.04/2016 on Annual Report of Issuers or Public Companies;
8. Financial Services Authority Regulation No. 32/POJK.03/2016 on Transparency and Publication of Bank Reports;
9. Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks;
10. Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Banks;
11. Financial Services Authority Regulation No. 46/POJK.03/2017 on Implementation of Compliance Function of Commercial Banks.

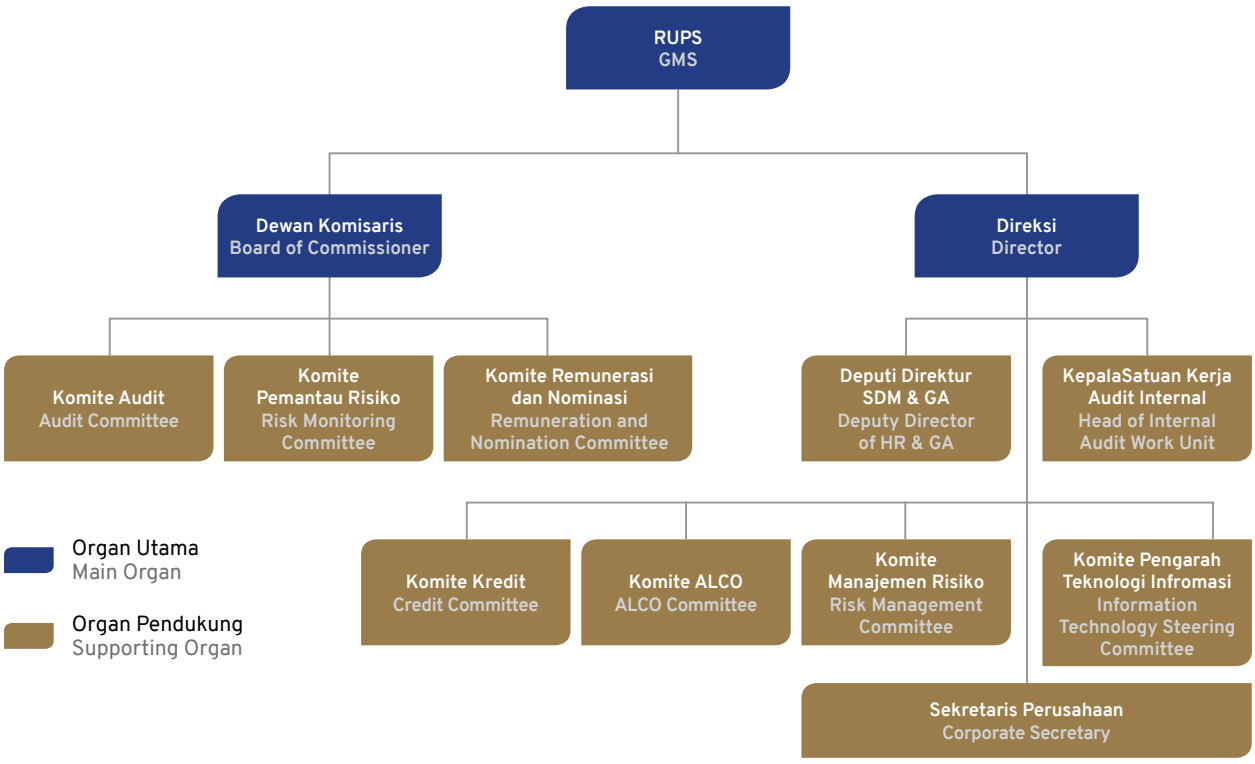
Bank Artha Graha Internasional has gradually integrated these various regulations into the Bank's regulations and policies.

Struktur dan Mekanisme Penerapan GCG
Structure and Mechanism of GCG Implementation

Bank Artha Graha Internasional telah memiliki struktur dan mekanisme penerapan GCG yang mengacu pada Undang-Undang Republik Indonesia tentang Perseroan Terbatas dan Peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola bagi Bank Umum, serta Anggaran Dasar Perseroan dan praktik terbaik GCG.

Bank Artha Graha Internasional has a structure and mechanism for implementing GCG that refers to the Law of the Republic of Indonesia on Limited Liability Companies and Financial Services Authority Regulations on the Implementation of Governance for Commercial Banks, as well as the Company's Articles of Association, and GCG best practices.

Struktur Penerapan GCG
Structure of GCG Implementation



Infrastruktur / Infrastructure: Peraturan Perusahaan, Kode Etik, Kebijakan, dan Prosedur
Company Regulations, Code of Conduct, Policies, and Procedures

GOOD CORPORATE SUSTAINABILITY

Proses GCG
GCG Process

- Komitmen terhadap penerapan tata kelola. perusahaan yang baik secara berkelanjutan.
- Penguatan fungsi Dewan Komisaris.
- Penguatan fungsi Direksi.
- Pengungkapan informasi dan transparansi.

- Commitment to implementing sustainable good. corporate governance.
- Strengthening functions of Board of Commissioners.
- Strengthening functions of Board of Directors.
- Information disclosure and transparency.

Regulasi
Regulation

Praktik Terbaik
Best Practice

Infrastruktur
Infrastructure

Organ Utama
Main Organ

- RUPS/GMS
- Dewan Komisaris/Board of Commissioners
- Direksi/Board of Directors

Struktur GCG
GCG Structure

Organ Pendukung
Supporting Organs

- Dewan Komisaris/Board of Commissioners
- Direksi/Board of Directors

PRINSIP - PRINSIP GCG / GCG PRINCIPLES

Transparansi
Transparency

Akuntabilitas
Accountability

Responsibilitas
Responsibility

Independensi
Independency

Kewajaran dan Kesetaraan
Fairness and Equality

KOMITMEN GCG / GCG COMMITMENT

Visi
Vision

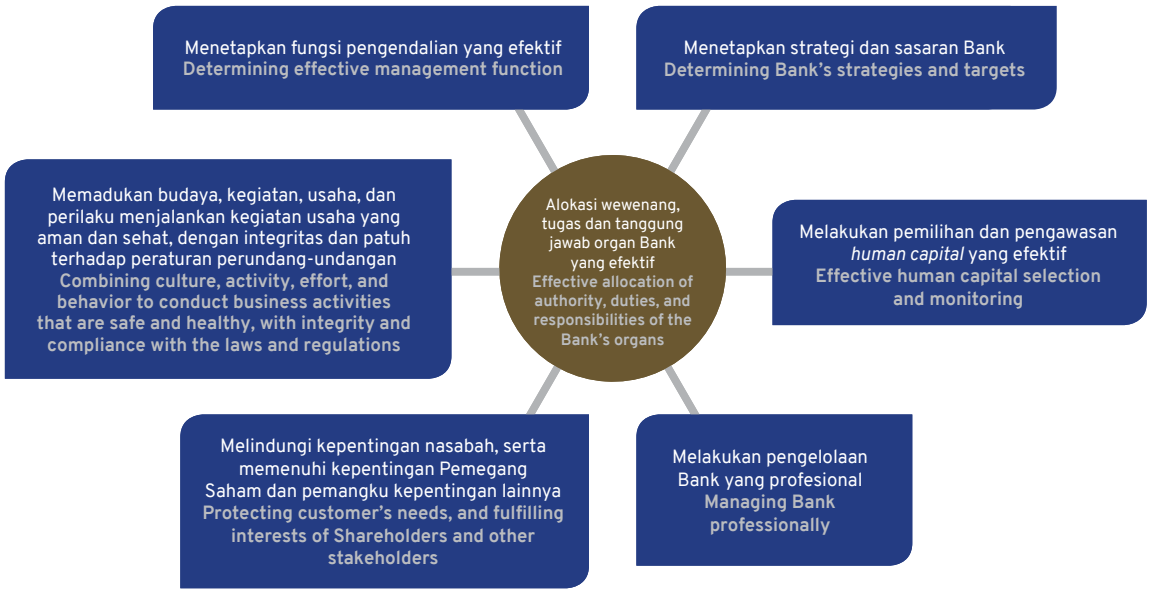
Misi
Mission

Nilai-nilai Budaya Perusahaan
Corporate Cultural Values

Kerangka Penerapan GCG
Framework of GCG Implementation

Bank Artha Graha Internasional telah membentuk kerangka penerapan GCG yang digambarkan sebagai berikut.

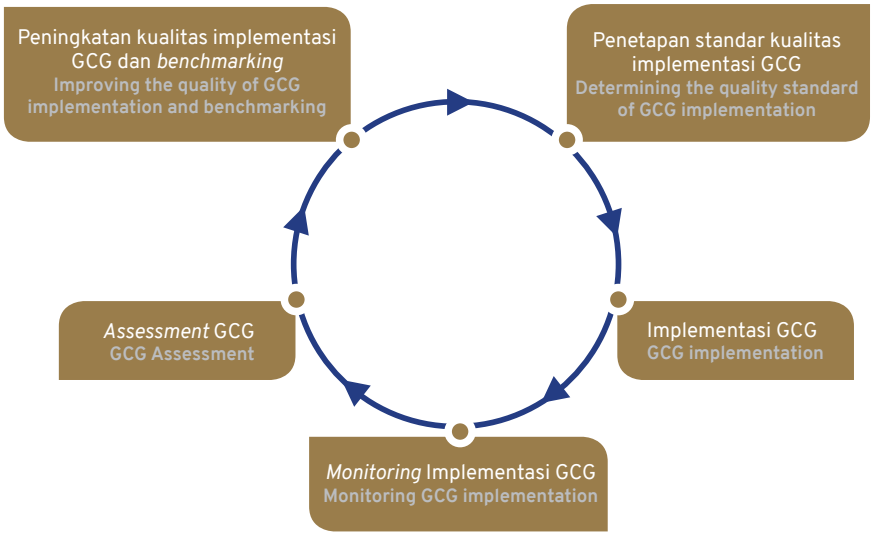
Bank Artha Graha Internasional has established a framework of GCG implementation as illustrated below.



Peningkatan Kualitas GCG secara Berkelanjutan
Continuous Improvement of GCG Quality

Guna meningkatkan kualitas GCG secara berkelanjutan, Bank Artha Graha Internasional secara bertahap mentargetkan perbaikan dengan serangkaian tahapan berikut.

In order to improve GCG quality continuously, Bank Artha Graha Internasional gradually targets improvement by conducting a series of the following actions.



Penetapan Standar Kualitas Implementasi GCG

Dalam menerapkan GCG, Bank Artha Graha Internasional berpedoman pada Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka yang meliputi:

- Aspek 1 : Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham;
- Aspek 2 : Fungsi dan Peran Dewan Komisaris;
- Aspek 3 : Fungsi dan Peran Direksi;
- Aspek 4 : Partisipasi Pemangku Kepentingan; dan
- Aspek 5 : Keterbukaan Informasi.

Pelaksanaan dan Pemantauan Implementasi GCG

Pelaksanaan dan pemantauan implementasi GCG pada Bank Artha Graha Internasional dilaksanakan dengan:

1. Menerapkan secara konsisten prinsip-prinsip tata kelola perusahaan yang baik bersama-sama dengan Pemegang Saham, Dewan Komisaris, Direksi, manajemen, serta karyawan;
2. Menghindari dan mencegah terjadinya konflik kepentingan yang dapat merugikan Bank;
3. Mewujudkan terlaksananya budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank melalui langkah-langkah strategis untuk mendukung terciptanya budaya kepatuhan; dan
4. Melaksanakan evaluasi efektivitas penerapan GCG yang berkelanjutan.

Assessment GCG

Kebijakan *Assessment* GCG

Bank Artha Graha Internasional melakukan evaluasi GCG secara mandiri *(self assessment)* melalui Direktorat Kepatuhan dengan mengacu pada Pedoman Kebijakan Kepatuhan No. 20101.03.0 tanggal 31 Mei 2017 tentang Penilaian Tingkat Kesehatan Bank Berdasarkan *Risk Based Bank Rating* dan Kebijakan Perusahaan No. 028.01.0 tanggal 27 Mei 2015 tentang Penilaian Sendiri *(Self Assessment)* Pelaksanaan *Good Corporate Governance*. *Self assessment* dilakukan dalam rangka mengukur atas implementasi prinsip GCG, upaya ini dilakukan untuk memastikan level penerapan GCG dan mengidentifikasi langkah-langkah yang tepat guna mempersiapkan infrastruktur dan struktur Bank yang kondusif bagi penerapan GCG secara efektif.

Determining the quality standard of GCG implementation

In implementing GCG, Bank Artha Graha Internasional refers to the Financial Services Authority Circular No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance for Public Companies that includes:

- Aspect 1 : Relationship between the Public Company and Shareholders in Guaranteeing Shareholders' Rights;
- Aspect 2 : Functions and Roles of the Board of Commissioners;
- Aspect 3 : Functions and Roles of the Board of Directors;
- Aspect 4 : Stakeholders Participation; and
- Aspect 5 : Information Disclosure.

GCG Implementation and Monitoring

GCG implementation and monitoring at Bank Artha Graha Internasional is carried out by:

1. Consistently applying the principles of good corporate governance together with the Shareholders, Board of Commissioners, Board of Directors, Management and employees;
2. Avoiding and preventing conflicts of interest that can harm the Bank;
3. Realizing the implementation of compliance culture at all levels of the organization and business activities of the Bank through strategic steps to support the creation of compliance culture; and
4. Evaluating the effectiveness of sustainable GCG implementation.

GCG Assessment

GCG Assessment Policy

Bank Artha Graha Internasional conducts an independent GCG evaluation (self-assessment) through the Compliance Directorate by referring to the Compliance Policy Manual No. 20101.03.0 dated 31 May 2017 on Rating of Bank Soundness Level Based on Risk Based Bank Rating and Company Policy No. 028.01.0 dated 27 May 2015 on Self-Assessment of the Implementation of Good Corporate Governance. Self-assessment is carried out in order to measure the implementation of GCG principles. This effort is made to ensure the level of GCG implementation and to identify appropriate steps to prepare the Bank's infrastructure and structure that is conducive to implement GCG effectively.

Kriteria *Assessment* GCG

Self assessment GCG dilaksanakan secara komprehensif dan terstruktur yang ditujukan untuk menghasilkan Peringkat Tata Kelola yang menjadi faktor dalam menentukan Tingkat Kesehatan Bank. Penilaian ini dilakukan terhadap 3 aspek dalam sistem tata kelola, yaitu *governance structure*, *governance process*, dan *governance outcome* tata kelola terhadap 11 faktor penilaian yaitu:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris;
2. Pelaksanaan tugas dan tanggung jawab Direksi;
3. Kelengkapan dan pelaksanaan tugas Komite;
4. Penanganan benturan kepentingan;
5. Penerapan fungsi kepatuhan;
6. Penerapan fungsi audit internal; dan
7. Penerapan fungsi audit eksternal;
8. Penerapan manajemen risiko termasuk sistem pengendalian internal;
9. Penyediaan dana kepada pihak terkait *(related party)* dan penyediaan dana besar *(large exposures);*
10. Transparansi kondisi keuangan Bank, nonkeuangan Bank, laporan pelaksanaan GCG, dan pelaporan internal; serta
11. Rencana strategis Bank.

Pelaksanaan *Self Assessment*

Self assessment dilakukan secara periodik pada setiap semester untuk mengukur implementasi GCG atas periode Januari sampai Juni dan periode Juli sampai Desember.

Sesuai Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola Bank Umum, Pelaksanaan GCG Bank Artha Graha Internasional tahun 2019 mendapat Peringkat Komposit PK-3 (Cukup Baik), sedangkan pada tahun 2018 mendapat Peringkat Komposit PK-2 (Baik).

Manajemen Bank telah melakukan penerapan tata kelola yang secara umum cukup baik. Hal ini tercermin dari pemenuhan yang cukup memadai atas prinsip tata kelola. Dalam hal terdapat kelemahan penerapan prinsip tata kelola, secara umum kelemahan tersebut cukup signifikan dan memerlukan perhatian yang cukup dari manajemen Bank. Saat ini, Bank terus melakukan upaya-upaya perbaikan *(corrective action)* untuk menindaklanjuti rekomendasi Otoritas Jasa Keuangan.

GCG Assessment Criteria

GCG self-assessment is carried out in a comprehensive and structured manner aimed at producing Governance Rating which becomes a factor in determining the Bank's Soundness Level. This assessment is carried out on 3 aspects of the governance system, which are governance structure, governance process, and governance outcome of 11 assessment factors, which are:

1. Implementation of duties and responsibilities of the Board of Commissioners;
2. Implementation of duties and responsibilities of the Board of Directors;
3. Completeness and implementation of Committees' duties;
4. Managing conflict of interest;
5. Implementation of compliance function;
6. Implementation of internal audit function; and
7. Implementation of external audit function;
8. Applying risk management including internal control system;
9. Provision of fund to related party and provision of large exposure;
10. Transparency of the Bank's financial and non-financial condition, GCG implementation report, and internal reporting; and
11. Strategic planning of the Bank.

Implementation of Self Assessment

Self-assessment is conducted periodically every semester to measure GCG implementation for the period of January to June and the period of July to December.

In accordance with Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks, the GCG implementation of Bank Artha Graha Internasional in 2019 obtained a Composite Rating of PK-3 (Fair), while in 2018 the Bank obtained a Composite Rating of PK-2 (Good).

The Bank's Management has implemented governance, which is generally relatively good. This is reflected from the adequate fulfillment of the governance principles. In the event that there is weakness in the implementation of governance principles, this weakness is generally relatively significant and needs sufficient attention from the Bank's Management. Currently, the Bank keeps making efforts for corrective actions to follow-up the recommendations from Financial Services Authority.

Pelaksanaan Penerapan Pedoman Tata Kelola Perusahaan Terbuka
Implementation of Public Company's Good Corporate Governance Guidelines

Bank Artha Graha Internasional telah menerapkan tata kelola perusahaan terbuka sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Penerapan prinsip ini menghasilkan beberapa rekomendasi yang dijelaskan sebagai berikut.

Bank Artha Graha Internasional has implemented the governance of public company as stipulated in the Financial Services Authority Regulation No. 21/POJK.04/2015 on the Implementation of Guidelines of Public Corporate Governance, and Financial Services Authority Circular No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance for Public Company. The implementation of these principles generates several recommendations that are described as follows.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
I.	**Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham.** **Relationship between the Public Company and Shareholders in Guaranteeing Shareholders' Rights.**		
1.	Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Increasing the Value of Convening General Meeting of Shareholders (GMS)		
a.	Perusahaan terbuka memiliki cara atau prosedur teknis pengumpulan suara *(voting)*, baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan Pemegang Saham. Public Company has technical voting methods or procedures, either open or close, prioritizing independence and interest of Shareholders.	• Setiap saham dengan hak suara yang dikeluarkan mempunyai satu hak suara (*one share one vote*). Pemegang Saham dapat menggunakan hak suaranya pada saat pengambilan keputusan, terutama dalam pengambilan keputusan dengan cara *voting*. Namun, mekanisme pengambilan keputusan dengan cara *voting*, baik secara terbuka maupun tertutup belum diatur secara rinci. • Perusahaan terbuka direkomendasikan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara RUPS. Adapun prosedur *voting* tersebut harus menjaga independensi ataupun kebebasan Pemegang Saham. Sebagai contoh, *voting* secara terbuka dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh pimpinan RUPS. Sedangkan, *voting* secara tertutup dilakukan pada keputusan yang membutuhkan kerahasiaan ataupun atas permintaan Pemegang Saham, dengan cara menggunakan kartu suara ataupun dengan penggunaan *electronic voting*. • Every issued share with voting rights has one vote (one share one vote). Shareholders can use their votes during decision making, especially in decision making by voting. However, decision making mechanism by voting, either open or close, has not been regulated in details. • Public Companies are recommended to have procedure of voting in decision making of one GMS agenda item. The voting procedure must maintain the independence or freedom of the Shareholders. As an example, open voting is done by raising hands following the instruction of options offered by the GMS Chair. Whereas close voting is done for decision that needs confidentiality or upon request by the Shareholders by using voting card or electronic voting.	Bank telah memiliki prosedur penyelenggaraan RUPS yang telah memuat prosedur teknis pengumpulan suara *(voting)*, baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan Pemegang Saham. Keputusan diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah untuk mufakat tidak tercapai, maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju lebih dari ½ bagian dari jumlah seluruh saham dengan hak suara yang hadir dalam RUPS. The Bank already has procedures to convene GMS that contain the technical voting methods or procedures, either open or close, which prioritize independence and interest of Shareholders. Meeting resolutions are adopted based on deliberation to reach a consensus. In the event that resolution based on deliberative consensus is not adopted, then the resolution will be adopted based on voting where approving votes shall be more than 1/2 (half) part of the total number of shares with voting right, who are present in the GMS.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
b.	Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan. All members of Board of Directors and members of Board of Commissioners of the Public Company attend the Annual GMS.	Kehadiran seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka bertujuan agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan, dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh Pemegang Saham terkait mata acara dalam RUPS. Attendance of all members of Board of Directors and members of Board of Commissioners of Public Company is intended so that each member of Board of Directors and Board of Commissioners can notice, explain, and answer directly on every problem occurred or question asked by the Shareholders related to the GMS agenda items.	RUPS Tahunan yang dilaksanakan pada tanggal 21 Juni 2019 dihadiri oleh 8 anggota Direksi, Komisaris Utama yang juga Komisaris Independen dan 1 orang anggota Dewan Komisaris lainnya, dengan jumlah kehadiran anggota Dewan Komisaris sebesar 33% dan anggota Direksi sebesar 88%. Anggota Dewan Komisaris dan Direksi lainnya berhalangan untuk menghadiri RUPS Tahunan. Namun demikian, Komisaris dan Direksi yang tidak hadir dalam RUPS Tahunan telah memberikan kewenangan kepada Komisaris lainnya yang hadir untuk menjawab pertanyaan yang diajukan yang menjadi wewenang tugasnya. The Annual GMS held on 21 June 2019 was attended by 8 members of Board of Directors, President Commissioner who is also Independent Commissioner, and 1 other member of Board of Commissioners, with 33% attendance of members of Board of Commissioners and 88% attendance of members of Board of Directors. Other members of Board of Commissioners and Board of Directors were unable to attend the Annual GMS. However, the Commissioners and Directors who were not present at the Annual GMS gave the authority to other Commissioners present to answer questions raised that were the authority of their duties.
c.	Ringkasan risalah RUPS tersedia dalam situs web perusahaan terbuka paling sedikit selama 1 tahun. Summary of GMS Minutes is available on the Public Company's Website for at least 1 (one) year.	Perusahaan terbuka wajib membuat ringkasan risalah RUPS dalam bahasa Indonesia dan bahasa asing (minimal dalam bahasa Inggris), serta diumumkan 2 hari kerja setelah RUPS diselenggarakan kepada masyarakat, yang salah satunya melalui situs web perusahaan terbuka. Ketersediaan ringkasan risalah RUPS pada situs web perusahaan terbuka memberikan kesempatan bagi Pemegang Saham yang tidak hadir untuk mendapatkan informasi penting dalam penyelenggaraan RUPS secara mudah dan cepat. Oleh karena itu, ketentuan tentang jangka waktu minimal ketersediaan ringkasan risalah RUPS di situs web dimaksudkan untuk menyediakan kecukupan waktu bagi Pemegang Saham untuk memperoleh informasi tersebut. Public Company must make the summary of GMS minutes in Indonesian and foreign language (at least in English) and announce it in 2 (two) business days after the GMS is convened to public, in which one way is through the Public Company's website. The availability of the summary of GMS minutes on the Public Company's website gives opportunity to Shareholders who could not attend to obtain important information in the GMS easily and fast. Therefore, the provisions on the minimum period of availability of the summary of GMS minutes on the website is intended to give adequate time for Shareholders to obtain such information.	Bank telah membuat ringkasan risalah RUPS dalam bahasa indonesia dan bahasa inggris yang telah diumumkan 2 hari kerja setelah RUPS diselenggarakan melalui surat kabar yang beredar secara nasional, yaitu Media Indonesia, 24 Juni 2019, *website* Bursa Efek Indonesia (www.idx.co.id), dan *website* Bank dalam bahasa Indonesia dan bahasa Inggris, pada menu Hubungan Investor bagian RUPS. The Bank has made a summary of the GMS minutes in Indonesian and English which was announced in 2 working days after the GMS was held through a nation-wide newspapers, namely Media Indonesia on 24 June 2019, the Indonesia Stock Exchange website (www.idx.co.id), and the Bank's website in Indonesian and English, in the Investor Relations menu of the GMS section.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
2.	Meningkatkan Kualitas Komunikasi perusahaan terbuka dengan Pemegang Saham atau Investor Increasing the Communication Quality between the Public Company and Shareholders or Investors		
a.	Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor. Public Company has communication policy with the Shareholders or Investors.	• Adanya komunikasi antara perusahaan terbuka dengan Pemegang Saham atau investor, dimaksudkan agar para Pemegang Saham atau investor mendapatkan pemahaman lebih jelas atas informasi yang telah dipublikasikan kepada masyarakat, seperti laporan berkala, keterbukaan informasi, kondisi atau prospek bisnis dan kinerja, serta pelaksanaan tata kelola perusahaan terbuka. Di samping itu, Pemegang Saham atau investor juga dapat menyampaikan masukan dan opini kepada manajemen perusahaan terbuka. • Kebijakan komunikasi dengan para Pemegang Saham atau investor menunjukkan komitmen perusahaan terbuka dalam melaksanakan komunikasi dengan para Pemegang Saham atau investor. Kebijakan tersebut dapat mencakup strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung Pemegang Saham atau investor untuk berpartisipasi dalam komunikasi tersebut. • The existence of communication between Public Company and Shareholders or investors is intended to enable the Shareholders or investors to gain clearer understanding of the publicly available information, such as periodic reports, information disclosure, business and performance conditions and prospects, and the implementation of public corporate governance. In addition, Shareholders or investors may also submit feedback and opinions to the public company's Management. • Communication policy with the Shareholders or investors indicates the commitment of public company in communicating with the Shareholders or investors. Such policies may include strategies, programs, and timelines of communication, as well as guidelines that support the Shareholders or investors to participate in such communications.	Perbaikan penerapan GCG, khususnya aspek *governance* proses bidang perkreditan dan operasional. Telah memperbaiki pedoman perkreditan dengan merevisi pedoman *risk appetite*, *risk tolerance*, dan *risk limit*. Untuk bidang operasional, telah dilakukan monitoring terhadap ketepatan pelaporan telah berjalan dari Unit Kepatuhan melalui *Early Warning System* (EWS) sebelum jatuh tempo jangka waktu pelaporan. 1. Website; 2. Paparan Publik; 3. Laporan Tahunan; 4. Company Profile; 5. Sponsorship; dan 6. Edukasi Perbankan. Improvement of GCG implementation, particularly governance aspect in the field of credit and operations. Has improved credit guidelines by revising guidelines of risk appetite, risk tolerance, and risk limit. For operations sector, reporting accuracy has been monitored by the Compliance Work Unit through the Early Warning System (EWS) before the deadline of the reporting period. 1. Website; 2. Public Expose: 3. Annual Report; 4. Company Profile; 5. Sponsorship; and 6. Banking Education.
b.	Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan Pemegang Saham atau investor dalam situs web. Public Company discloses the communication policy of Public Company with Shareholders or investors on the website.	Pengungkapan kebijakan komunikasi merupakan bentuk transparansi atas komitmen perusahaan terbuka dalam memberikan kesetaraan kepada semua Pemegang Saham atau investor atas pelaksanaan komunikasi. Pengungkapan informasi tersebut juga bertujuan untuk meningkatkan partisipasi dan peran Pemegang Saham atau investor dalam pelaksanaan program komunikasi perusahaan terbuka. The disclosure of communication policy is a form of transparency of public company's commitment in giving equality to all Shareholders or investors for the implementation of communication. The disclosure of such information also aims to increase the participation and role of Shareholders or investors in the implementation of public company's communication program.	Bank mengungkapkan kebijakan komunikasi secara jelas pada Laporan Tahunan yang telah dimuat dalam *website* Bank. Bank telah melaksanakan kebijakan keterbukaan informasi berdasarkan Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik. Bank mengungkapkan informasi kegiatan usaha Bank dalam bahasa Indonesia dan bahasa Inggris antara lain informasi terkait: 1. Informasi umum Bank; 2. Informasi bagi Pemegang Saham atau investor; 3. Informasi tata kelola perusahaan; dan 4. Informasi tanggung jawab sosial perusahaan. The Bank clearly discloses the communication policy in the Annual Report that has been uploaded on the Bank's website. The Bank has implemented an information disclosure policy based on Financial Services Authority Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies. The Bank discloses information about the Bank's business activities in Indonesian and English, including information related to: 1. General information of the Bank; 2. Information for Shareholders or Investors; 3. Information on Corporate Governance; and 4. Information on Corporate Social Responsibility.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
II.	**Fungsi dan Peran Dewan Komisaris** Functions and Roles of the Board of Commissioners		
3.	Memperkuat Keanggotaan dan Komposisi Dewan Komisaris Strengthening Board of Commissioners Membership and Composition		
a.	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan terbuka. The determination of number of Board of Commissioners members considers the condition of the Public Company.	Jumlah anggota Dewan Komisaris dapat mempengaruhi efektivitas pelaksanaan tugas dari Dewan Komisaris. Penentuan jumlah anggota Dewan Komisaris perusahaan terbuka wajib mengacu kepada ketentuan peraturan perundang-undangan yang berlaku, yang paling kurang terdiri dari 2 orang berdasarkan ketentuan Peraturan Otoritas Jasa Keuangan tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Selain itu, perlu juga mempertimbangkan kondisi perusahaan terbuka yang antara lain meliputi karakteristik, kapasitas, dan ukuran, serta pencapaian tujuan dan pemenuhan kebutuhan bisnis yang berbeda di antara perusahaan terbuka. Namun demikian, jumlah anggota Dewan Komisaris yang terlalu besar berpotensi mengganggu efektivitas pelaksanaan fungsi Dewan Komisaris. The number of members of the Board of Commissioners may affect the effectiveness of execution of duties of the Board of Commissioners. The determination of number of members of Board of Commissioners of a public company must refer to the applicable laws and regulations, which is at least 2 persons based on the provisions of the Financial Services Authority Regulation on the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the conditions of public company including, among others, the characteristics, capacities, and sizes, and the achievement of objectives and fulfillment of different business needs among the public companies. However, large number of members of the Board of Commissioners will potentially disrupt the effectiveness of implementation of Board of Commissioners' functions.	Bank telah menentukan jumlah anggota Dewan Komisaris dengan mempertimbangkan kompleksitas usaha Bank saat ini dan rencana pengembangan ke depan. Bank memiliki 5 orang anggota Dewan Komisaris yang profesional dan kompeten di bidang perbankan. Dari jumlah seluruh anggota Dewan Komisaris tersebut, 3 orang di antaranya adalah Komisaris Independen. Jumlah tersebut telah sesuai dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. The Bank has determined the number of members of the Board of Commissioners by considering the Bank's current business complexity and future development plans. The Bank has 5 professional and competent members of the Board of Commissioners in the banking sector. Of the total members of the Board of Commissioners, 3 of them are Independent Commissioners. This number is already in accordance with the Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies.
b.	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of the Board of Commissioners considers the diversity of expertise, knowledge, and experience required.	Komposisi Dewan Komisaris merupakan kombinasi karakteristik, baik dari segi organ Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan perusahaan terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris perusahaan terbuka. Komposisi yang telah memperhatikan kebutuhan perusahaan terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas. The composition of Board of Commissioners is a combination of characteristics either as organ of the Board of Commissioners or as members of the Board of Commissioners individually, according to the needs of the Public Company. These characteristics are reflected in determining expertise, knowledge, and experience required in implementing supervisory and advisory duties by the Board of Commissioners of a Public Company. The composition that has been attentive to the needs of a Public Company is a positive matter, particularly related to decision making in regard of implementing supervisory function conducted by considering various wider aspects.	Penetapan komposisi anggota Dewan Komisaris telah dilakukan dengan mempertimbangkan pengetahuan, keahlian, dan pengalaman yang relevan dalam melaksanakan tugas sesuai dengan bidang masing-masing, khususnya di bidang perbankan atau bidang keuangan, serta mempertimbangkan kemampuan melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat dengan senantiasa berpedoman kepada peraturan perundang-undangan yang berlaku. Determination of composition of members of Board of Commissioners has considered the relevant knowledge, expertise, and experience in carrying out duties in accordance with their respective fields, particularly in the banking or finance sector, as well as considered the ability to carry out strategic management in the framework of developing a sound Bank by always referring to the applicable laws and regulations.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
4.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners		
a.	Dewan Komisaris mempunyai kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has self-assessment policy to assess the performance of the Board of Commissioners.	• Kebijakan *self assessment* Dewan Komisaris merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Dewan Komisaris secara kolegial. *Self assessment* atau penilaian sendiri dilakukan oleh masing-masing anggota untuk menilai pelaksanaan kinerja Dewan Komisaris secara kolegial, dan bukan menilai kinerja individual masing-masing anggota Dewan Komisaris. Dengan adanya *self assessment* ini diharapkan masing-masing anggota Dewan Komisaris dapat berkontribusi untuk memperbaiki kinerja Dewan Komisaris secara berkesinambungan. • Dalam kebijakan tersebut, tercakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi perusahaan terbuka, di mana adanya fungsi tersebut telah diwajibkan dalam Peraturan Otoritas Jasa Keuangan tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. • The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for the performance of the Board of Commissioners in a collegial manner. Self-assessment is conducted by each member to assess the performance of the Board of Commissioners in a collegial manner, rather than assessing the individual performance of each member of the Board of Commissioners. With this self-assessment, it is expected that each member of the Board of Commissioners can contribute to improve the performance of the Board of Commissioners on an ongoing basis. • The policy includes the assessment undertaken along with the purposes and objectives, time of assessment, periodically, and benchmarks or assessment criteria used that are in accordance with the recommendations given by the Nomination and Remuneration function of a Public Company, in which the functions are required by the Financial Services Authority Regulation on Nomination and Remuneration Committee of Issuers or Public Companies.	*Self assessment* Dewan Komisaris telah dilakukan sesuai ketentuan yang diatur dalam Peraturan Otoritas Jasa Keuangan No. 4/ POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum dan peraturan turunannya. *Self assessment* dilakukan melalui penilaian 3 aspek *governance* yaitu *governance structure, governance process,* dan *governance outcome.* The Board of Commissioners' self-assessment has been done in accordance with the provisions stipulated in the Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Banks and its derivative regulations. Self-Assessment was done by assessing 3 governance aspects, which are governance structure, governance process, and governance outcome.
b.	Kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan perusahaan terbuka. Self-assessment policy to assess the performance of the Board of Commissioners is disclosed through the Annual Report of the Public Company.	Pengungkapan kebijakan *self assessment* atas kinerja Dewan Komisaris dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan keyakinan, khususnya kepada para Pemegang Saham atau investor atas upaya-upaya yang perlu dilakukan dalam meningkatkan kinerja Dewan Komisaris. Dengan adanya pengungkapan tersebut, Pemegang Saham atau investor dapat mengetahui mekanisme *check and balance* terhadap kinerja Dewan Komisaris. The disclosure of self-assessment policy on the Board of Commissioners performance is conducted not only to fulfill the transparency aspect as a form of responsibility for the performance of its duties, but also to provide confidence, especially to the Shareholders or investors on the efforts that need to be made to improve the Board of Commissioners performance. With such disclosure, the Shareholders or investors CAN understand the mechanism of check and balance on the Board of Commissioners performance.	Hasil *self assessment* Dewan Komisaris telah diungkapkan pada Laporan Tahunan ini dalam uraian Penilaian Kinerja Dewan Komisaris dalam bab Tata Kelola Perusahaan. The Board of Commissioners' self-assessment results have been disclosed in this Annual Report, in the description of Board of Commissioners Performance Assessment, in the Corporate Governance chapter.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
c.	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has policy related to resignation if a member of Board of Commissioners is involved in financial crime.	• Kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap perusahaan terbuka, sehingga integritas Bank akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini membangun budaya beretika di lingkungan perusahaan terbuka. Kebijakan tersebut dapat tercakup dalam pedoman ataupun kode etik yang berlaku bagi Dewan Komisaris. • Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Dewan Komisaris dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta tindakan pidana pencucian uang sebagaimana dimaksud dalam Undang-Undang No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. • The resignation policy of member of Board of Commissioners involved in financial crime is a policy that can improve stakeholders' trust on the public company, therefore, the Bank's integrity is maintained. This policy is required to assist in smooth legal process and to ensure that the legal process does not interfere with the business activities. In addition, in terms of morality, this policy establishes an ethical culture in the public company's environment. Such policy may be included in the board manual or code of conduct applicable to the Board of Commissioners. • Furthermore, engagement in financial crime means the convicted status of a member of the Board of Commissioners from the authorized party. The said financial crimes include manipulation and various forms of embezzlement in financial services' activities and the money laundering criminal act as referred to in Law No. 8 of 2010 on the Prevention and Eradication of the Criminal Act of Money Laundering.	Kebijakan pengunduran diri Dewan Komisaris telah diatur dalam Pedoman dan Tata Tertib Kerja Dewan Komisaris. Berdasarkan pedoman tersebut, jika ada anggota Dewan Komisaris yang terlibat dalam tindak kejahatan keuangan, maka akan diberhentikan atau masa jabatannya akan berakhir dengan sendirinya, dan Bank akan menyelenggarakan RUPS atas hal tersebut. The resignation policy of Board of Commissioners is already regulated in the Board Manual of Board of Commissioners. Based on the Manual, in the event that there is a member of the Board of Commissioners involved in financial criminal act, the said member is dismissed or the term of office automatically ends, and the Bank will convene a GMS regarding such matter.
d.	Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or Committees performing the Nomination and Remuneration functions prepare a succession policy in the nomination process of Board of Directors members.	Berdasarkan ketentuan Peraturan Otoritas Jasa Keuangan tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, komite yang menjalankan fungsi nominasi mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di Bank dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang Bank. Based on the provisions of Financial Services Authority Regulations on the Nomination and Remuneration Committee of Issuers or Public Companies, the committee in charge of nomination function has the duty to formulate policies and criteria required in the nomination process of candidate members of Board of Directors. One of the policies that can support the nomination process as referred to is the succession policy of members of Board of Directors. The policy on succession is aimed to maintain the continuity of the regeneration process or leadership cadre in the Bank in order to maintain the Bank's business sustainability and long-term goals.	Bank memiliki kebijakan suksesi dalam proses nominasi anggota Direksi sebagaimana diatur dalam Pedoman dan Tata Tertib Kerja Komite Remunerasi dan Nominasi. Berdasarkan pedoman tersebut, Komite tersebut memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan dan kemampuan Direksi, serta memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS. The Bank has a succession policy in the process of nominating a member of the Board of Directors as stipulated in the Remuneration and Nomination Committee Charter. Based on the charter, the Committee provides recommendations to the Board of Commissioners on the development program and capabilities of the Board of Directors, as well as proposes candidates who meet the requirements as members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
III.	**Fungsi dan Peran Direksi** Board of Directors Functions and Roles		
5.	Memperkuat Keanggotaan dan Komposisi Direksi Strengthening Membership and Composition of the Board of Directors		
a.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi perusahaan terbuka, serta efektivitas dalam pengambilan keputusan. The determination of number of Board of Directors considers the Public Company's condition and effectiveness in decision making.	Sebagai organ Bank yang berwenang dalam pengurusan Bank, penentuan jumlah Direksi sangat mempengaruhi jalannya kinerja perusahaan terbuka. As the Bank's organ authorized in the Bank's management, the determination of number of Board of Directors greatly affects the performance of the Public Company.	Bank telah menentukan jumlah anggota Direksi dengan mempertimbangkan kompleksitas usaha Bank saat ini dan rencana pengembangan ke depan, serta efektivitas dalam pengambilan keputusan. Bank memiliki 5 orang anggota Direksi yang profesional dan kompeten di bidang perbankan. Dari jumlah Direksi tersebut, Bank memiliki Direktur Kepatuhan dan Independen yang bertanggung jawab terhadap penerapan GCG di Bank. Pengangkatan anggota Direksi dilakukan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. The Bank has determined the number of members of the Board of Directors by considering the Bank's current business complexity and future development plans, as well as effectiveness in making decisions. The Bank has 5 professional and competent members of the Board of Directors in the banking sector. Of such number of Board of Directors, the Bank has Compliance and Independent Director who is responsible for implementing GCG in the Bank. The appointment of members of Board of Directors is conducted in accordance with the Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies.
b.	Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of Board of Directors considers the diversity of expertise, knowledge, and experience required.	Seperti halnya Dewan Komisaris, keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan, baik dari organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan perusahaan terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegial. Similar to the Board of Commissioners, the diversity of composition of Board of Directors is a combination of characteristics required in terms of the Board of Directors as an organ and as members of Board of Directors individually, according to the needs of the Public Company. Therefore, the consideration of the combination of such characteristics will have an impact in the accuracy of the nomination process and the individual appointment of members of the Board of Directors or the Board of Directors in a collegial manner.	Penetapan komposisi anggota Direksi telah dilakukan dengan mempertimbangkan pengetahuan, keahlian, dan pengalaman yang relevan dalam melaksanakan tugas sesuai dengan bidang masing-masing, khususnya di bidang perbankan atau bidang keuangan, serta mempertimbangkan kemampuan dalam melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat dengan senantiasa berpedoman kepada peraturan perundang-undangan yang berlaku. Determination of composition of members of Board of Directors has considered the relevant knowledge, expertise, and experience in carrying out duties in accordance with their respective fields, particularly in the banking or finance sector, as well as considered the ability to carry out strategic management in the framework of developing a sound Bank by always referring to the applicable laws and regulations.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
c.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/ atau pengetahuan di bidang akuntansi. Members of Board of Directors in charge of accounting or finance have the skills and/or knowledge in accounting field.	• Laporan Keuangan merupakan laporan pertanggung jawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh perusahaan terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga Peraturan Otoritas Jasa Keuangan terkait antara lain peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan perusahaan terbuka. Berdasarkan peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung renteng bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan. • Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam Laporan Keuangan akan sangat tergantung pada keahlian, dan/ atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan sebagai dasar pengambilan keputusan ekonomi terkait perusahaan terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait. • The Financial Statement is management accountability report on the management of resources owned by the Public Company, which must be prepared and presented in accordance with the Generally Accepted Financial Accounting Standards in Indonesia as well as the related Financial Services Authority Regulations, such as the laws and regulations in Capital Market sector governing the presentation and disclosure of Public Company's Financial Statements. Under the laws and regulations of the capital market sector governing the Board of Directors' responsibilities of the Financial Statements, the Board of Directors are jointly and severally liable for the Financial Statements, which are signed by the President Director and members of the Board of Directors in charge of accounting or finance sector. • Thus, the disclosure and preparation of financial information presented in the Financial Statements will largely depend on Board of Directors' expertise and/ or knowledge, especially those of members of Board of Directors who are in charge of accounting or finance sector. The qualification of expertise and/or knowledge in accounting sector which at least shall be possessed by such member of Board of Directors can provide confidence in the preparation of Financial Statements, so that the Financial Statements can be relied upon by the stakeholders as the basis of economic decision making related to the said Public Company. Such expertise and/or knowledge may be proven by educational background, training certification, and/or related work experience.	Direktur yang membawahi *Financial* dan *Accounting* mempunyai kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi antara lain dapat dilihat berdasarkan latar belakang pendidikan, pengalaman serta riwayat jabatan yang pernah diemban. The Director in charge of Finance and Accounting has the qualifications of expertise and/or knowledge in accounting field, among others, based on his educational background, work experience and history of positions held.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
6.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Directors.		
a.	Direksi mempunyai kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Direksi. The Board of Directors has self-assessment policy to assess the Board of Directors' performance.	Seperti halnya pada Dewan Komisaris, kebijakan *self assessment* Direksi merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Direksi secara kolegial. *Self assessment* atau penilaian sendiri dilakukan oleh masing-masing anggota Direksi untuk menilai pelaksanaan kinerja Direksi secara kolegial dan bukan menilai kinerja individual masing-masing anggota Direksi. Dengan adanya *self assessment* ini, diharapkan masing-masing anggota Direksi dapat berkontribusi untuk memperbaiki kinerja Direksi secara berkesinambungan. Similar to the Board of Commissioners, the Board of Directors' self-assessment policy is a guideline used as a form of accountability for the Board of Directors' performance in a collegial manner. Self-assessment is performed by each member of the Board of Directors to assess the Board of Directors' performance collegially rather than assessing the individual performance of each member of the Board of Directors. With this self-assessment, it is expected that each member of Board of Directors can contribute to improve the Board of Directors performance on an ongoing basis.	*Self assessment* Direksi telah dilakukan sesuai ketentuan yang diatur dalam Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum dan Peraturan Turunannya. *Self assessment* dilakukan melalui penilaian 3 aspek *governance*, yaitu *governance structure, governance process*, dan *governance outcome.* The Board of Directors' self-assessment has been done in accordance with the provisions stipulated in the Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment of Commercial Banks and its derivative regulations. Self-Assessment was done by assessing 3 governance aspects, which are governance structure, governance process, and governance outcome.
b.	Kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan perusahaan terbuka. Self-assessment policy to assess the Board of Directors' performance is disclosed through the public company's Annual Report.	Pengungkapan kebijakan *self assessment* atas kinerja Direksi dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggung jawaban atas pelaksanaan tugasnya, namun juga untuk memberikan informasi penting atas upaya-upaya perbaikan dalam pengelolaan perusahaan terbuka. Informasi tersebut sangat bermanfaat untuk memberikan keyakinan kepada Pemegang Saham atau investor bahwa terdapat kepastian pengelolaan Bank terus dilakukan ke arah yang lebih baik. Dengan adanya pengungkapan tersebut, Pemegang Saham atau investor mengetahui mekanisme *check and balance* terhadap kinerja Direksi. The disclosure of self assessment policy on Board of Directors' performance is conducted not only to meet the transparency aspect as a form of accountability for the performance of its duties, but also to provide important information on the improvement efforts made in managing the public company. Such information is very useful to give confidence to the Shareholders or investors that there is a certainty that the Bank is continuously managed to a better direction. With such disclosure, the Shareholders or investors may understand the check and balance mechanism on the Board of Directors' performance.	Hasil *self assessment* Direksi telah diungkapkan dalam Laporan Tahunan ini pada uraian Penilaian Kinerja Direksi di bab Tata Kelola Perusahaan. The Board of Directors' self-assessment results have been disclosed in this Annual Report, in the description of Board of Directors Performance Assessment, in the Corporate Governance chapter.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
c.	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Board of Directors has policy related to resignation of Board of Directors' members if involved in financial crime.	• Kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan merupakan kebijakan yang meningkatkan kepercayaan para pemangku kepentingan terhadap perusahaan terbuka, sehingga integritas Bank akan tetap terjaga. Kebijakan tersebut dapat tercakup dalam pedoman ataupun kode etik yang berlaku bagi Direksi. • Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Direksi dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta tindakan pidana pencucian uang sebagaimana dimaksud dalam Undang-Undang No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. • The resignation policy of member of Board of Directors involved in financial crime is a policy that improve stakeholders' trust on Public Company, therefore, the Bank's integrity is maintained.. Such policy may be covered in the Board Manual applicable to the Board of Directors. • Furthermore, engagement in financial crime constitutes the convicted status of the member of the Board of Directors from the competent authority. The said financial crimes include manipulation and various forms of embezzlement in financial services' activities and the money laundering criminal act as referred to in Law No. 8 of 2010 on the Prevention and Eradication of the Criminal Act of Money Laundering.	Kebijakan pengunduran diri Direksi telah diatur dalam Pedoman dan Tata Tertib Kerja Direksi. Berdasarkan pedoman tersebut, jika ada anggota Direksi yang merugikan Bank atau negara atau apabila yang bersangkutan dinyatakan bersalah oleh putusan pengadilan yang memiliki kekuatan hukum, maka akan diberhentikan atau masa jabatannya akan berakhir dengan sendirinya dan Bank akan menyelenggarakan RUPS atas hal tersebut. The resignation policy of Board of Directors is already regulated in the Board Manual of Board of Directors. Based on this Manual, in the event that there is a member of Board of Directors who harm the Bank or the country or that the said member is found guilty by a court decision that already has legal force, then the said member is dismissed or the term of office automatically ends, and the Bank will convene a GMS on such matter.
IV.	**Partisipasi Pemangku Kepentingan** **Stakeholders Participation**		
7.	Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan Increasing the Corporate Governance Aspect through Stakeholders Participation		
a.	Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. The Public Company has a policy to prevent the occurrence of insider trading.	Perusahaan terbuka dapat meminimalisir terjadinya *insider trading* tersebut melalui kebijakan pencegahan, misalnya dengan memisahkan secara tegas data dan/ atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien. Public company can minimize this insider trading through prevention policies, for example by strictly separating the confidential data and/or information from public ones, and dividing the duties and responsibilities for the management of such information in a proportionate and efficient manner.	Bank menjaga kerahasiaan sesuai kaidah yang berlaku dengan tetap memperhatikan seluruh kepentingan Pemegang Saham dan pemangku kepentingan. The Bank maintains confidentiality in accordance with the applicable rules and keeps paying attention to all of the interests of the Shareholders and stakeholders.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
b.	Perusahaan terbuka memiliki kebijakan antikorupsi dan *anti fraud*. Public Company has anti-corruption and anti-fraud policies.	Kebijakan antikorupsi bermanfaat untuk memastikan agar kegiatan usaha perusahaan terbuka dilakukan secara legal, *prudent*, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Kebijakan tersebut antara lain dapat meliputi program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi dalam perusahaan terbuka. Lingkup dari kebijakan tersebut harus menggambarkan pencegahan perusahaan terbuka terhadap segala praktik korupsi, baik memberi maupun menerima dari pihak lain. Anti-corruption policy is useful to ensure that the public company's business activities are conducted legally, prudently, and in accordance with the principles of good governance. This policy may be part of the code of conduct, or on a separate form. This policy may include, among others, programs and procedures taken in handling corrupt practices, kickbacks, fraud, bribery, and/or gratification in the public company. The policy scope must illustrate the prevention of public company against all corrupt practices, either giving to or receiving from other parties.	Bank memiliki kebijakan antikorupsi dan anti *fraud* sebagaimana dimuat dalam Pedoman Kebijakan Perusahaan tentang Strategi Anti Fraud, yang disosialisasikan secara berkala kepada seluruh kantor cabang agar dapat dilaksanakan secara konsisten. The Bank has anti-corruption and anti-fraud policies as contained in the Company's Policy Guidelines on Anti-Fraud Strategies, which are regularly disseminated to all branch offices so that they can be implemented consistently.
c.	Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. Public Company has a policy on selection and improvement of supplier or vendor capabilities.	Kebijakan tentang seleksi pemasok atau vendor bermanfaat untuk memastikan agar perusahaan terbuka memperoleh barang atau jasa yang diperlukan dengan harga yang kompetitif dan kualitas yang baik. Policies on selection of suppliers or vendors are useful to ensure that the Public Company acquire the necessary goods or services at competitive prices with good quality.	Bank memiliki kebijakan seleksi dan peningkatan kemampuan vendor sebagaimana diatur dalam Surat Edaran Operasi tentang Penggunaan Rekening Bank Artha Graha Internasional untuk Pembayaran Vendor. The Bank has a policy for vendor selection and improvement of capabilities as stipulated in the Operations Circular on the Use of Bank Artha Graha Internasional Account for Vendor Payments.
d.	Perusahaan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy on the fulfillment of creditors' rights.	Kebijakan tentang pemenuhan hak-hak kreditur digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur. Tujuan dari kebijakan dimaksud adalah untuk menjaga terpenuhinya hak-hak dan menjaga kepercayaan kreditur terhadap perusahaan terbuka. Kebijakan tersebut mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban perusahaan terbuka kepada kreditur. Policies on fulfillment of creditor rights are used as a guideline to provide lending to creditors. The purpose of the policy is to maintain the fulfillment of rights and maintain the creditor trust to the Public Company. The policy includes consideration in entering into agreements, as well as follow-ups in fulfilling the Public Company's obligations to the creditors.	Bank melaksanakan ketentuan dan persyaratan yang dimuat dalam perjanjian antara Bank dengan kreditur secara konsisten. Bank menggunakan dan mengelola dana kredit secara tepat sesuai kebutuhannya. The Bank implements the terms and conditions contained in the agreement between the Bank and the creditor consistently. The Bank uses and manages credit funds appropriately according to their needs.
e.	Perusahaan terbuka memiliki kebijakan sistem *whistleblowing*. Public Company has whistleblowing system policy.	Kebijakan sistem *whistleblowing* yang telah disusun dengan baik akan memberikan kepastian perlindungan kepada saksi atau pelapor atas suatu indikasi pelanggaran yang dilakukan karyawan atau manajemen perusahaan terbuka. Penerapan kebijakan sistem tersebut akan berdampak pada pembentukan budaya tata kelola perusahaan yang baik. Kebijakan sistem ini antara lain mencakup jenis pelanggaran yang dapat dilaporkan melalui sistem *whistleblowing*, cara pengaduan, perlindungan, jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan, serta hasil penanganan dan tindak lanjut pengaduan. A well-structured whistleblowing system policy will provide assurance of protection to the witnesses or reporters for an indication of breach by an employee or public company's management. The implementation of such system policy will have an impact on the establishment of good corporate governance culture. The whistleblowing system policy includes among others types of violations that can be reported through the whistleblowing system, methods to file a complaint, protection, guarantee of confidentiality of the complainant, complaint handling, party managing complaints, and the results of the handling and follow-up of complaints.	Bank memiliki kebijakan pelaksanaan *whistleblowing* system sebagaimana diatur dalam Pedoman Kebijakan Perusahaan tentang Strategi *Anti Fraud*. Kebijakan tersebut telah mencakup cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola pengaduan, serta hasil penanganan dan tindak lanjut pengaduan. Pengungkapan atas pelaksanaan kebijakan tersebut diuraikan pada bagian *Whistleblowing Syste*m dalam bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. The Bank has a policy on implementation of whistleblowing system as stipulated in the Company Policy Guidelines on Anti Fraud Strategy. This policy has included the methods to file a complaint, protection and guarantee of confidentiality of the complainant, complaint handling, party managing complaints, and the results of the handling and follow-up of complaints. Disclosure of the policy implementation is described in the Whistleblowing System section, in the Corporate Governance chapter of this Annual Report.

No.	Aspek/Prinsip/ Rekomendasi Aspects/ Principles/ Recommendations	Uraian Description	Realisasi Realization
V.	**Keterbukaan Informasi** Information Disclosure		
8.	Meningkatkan Pelaksanaan Keterbukaan Informasi Increasing the Implementation of Information Disclosure		
a.	Perusahaan terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas, selain situs web, sebagai media keterbukaan informasi. Public Company utilizes the use of information technology more broadly, in addition to the website, as a media of information disclosure.	Penggunaan teknologi informasi dapat bermanfaat sebagai media keterbukaan informasi. Dengan pemanfaatan teknologi informasi secara lebih luas, selain situs web, diharapkan dapat meningkatkan efektivitas penyebaran informasi Bank. Meskipun demikian, pemanfaatan teknologi informasi yang dilakukan tetap memperhatikan manfaat dan biaya Bank. The use of information technology can be useful as a media to disclose information. By utilizing information technology widely, in addition to the website, it is expected that the effectiveness of the dissemination of the Bank's information can be better. Nevertheless, the utilization of information technology taken still pays attention to Bank's benefits and costs.	Bank telah melaksanakan keterbukaan informasi kepada pemangku kepentingan melalui: 1. *Website* Bank; 2. Paparan Publik; 3. Laporan Tahunan; 4. Company Profile; 5. *Sponsorship*; dan 6. Edukasi Perbankan. The Bank has implemented information disclosure to the stakeholders through: 1. Bank's Website; 2. Public Expose; 3. Annual Report; 4. Company Profile; 5. Sponsorship; and 6. Banking Education.
b.	Laporan Tahunan perusahaan terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka melalui Pemegang Saham Utama dan Pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner of the Public Company's share ownership of at least 5%, in addition to the disclosure of ultimate beneficial owner in the share ownership of Public Company through Main and Controlling Shareholders.	Peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai penyampaian Laporan Tahunan perusahaan terbuka telah mengatur kewajiban pengungkapan informasi mengenai Pemegang Saham yang memiliki 5% atau lebih saham perusahaan terbuka, serta kewajiban pengungkapan informasi mengenai Pemegang Saham Utama dan Pengendali perusahaan terbuka, baik langsung maupun tidak langsung, sampai dengan pemilik manfaat terakhir dalam kepemilikan saham tersebut. The laws and regulations in capital market sector governing the submission of public company's Annual Report has regulated the mandatory disclosure of information on Shareholders holding 5% of shares or more of public company, as well as the mandatory disclosure of information on the Main and Controlling Shareholders of public company, either directly or indirectly, to the ultimate beneficial owner in the ownership of such shares.	Bank telah mengungkapkan informasi mengenai Pemegang Saham yang memiliki saham 5% atau lebih pada bab Profil Perusahaan dalam Laporan Tahunan ini. The Bank has disclosed information on Shareholders holding 5% or more shares in the Company Profile chapter in this Annual Report.

Rapat Umum Pemegang Saham
General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam struktur organisasi. Para Pemegang Saham dapat mempergunakan haknya melalui RUPS, seperti mengemukakan pendapat dan memberikan suara dalam proses pengambilan keputusan penting yang menyangkut pengembangan Bank Artha Graha Internasional secara transparan.

The General Meeting of Shareholders (GMS) is the highest organ in the organizational structure. Shareholders can exercise their rights through the GMS, such as expressing opinions and voting in important decision-making process concerning the development of Bank Artha Graha Internasional transparently.

Pedoman Pelaksanaan RUPS

Pelaksanaan RUPS Bank Artha Graha Internasional berdasar pada:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Otoritas Jasa Keuangan No. 10/POJK.04/2017 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No. 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
3. Anggaran Dasar Bank; dan
4. Prosedur Penyelenggaraan Rapat Umum Pemegang Saham Bank.

Guidelines for GMS Implementation

The implementation of Bank Artha Graha Internasional's GMS is based on:

1. Law No. 40 of 2007 on Limited Liability Company;
2. Financial Services Authority Regulation No.10/POJK.04/2017 on Amendment to Financial Services Authority Regulation No. 32/POJK.04/2014 on Planning and Organizing General Meeting of Shareholders of Public Companies;
3. The Bank's Articles of Association; and
4. Procedures in Organizing the General Meeting of Shareholders of the Bank.

Tata Cara Penyelenggaraan RUPS

Dalam pelaksanaannya, RUPS terdiri dari RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan wajib diselenggarakan dalam jangka waktu paling lambat 6 bulan setelah tahun buku berakhir, sedangkan RUPS Luar Biasa dapat dilaksanakan sewaktu-waktu sesuai kebutuhan.

RUPS Tahunan dan RUPS Luar Biasa dilaksanakan dengan prosedur sebagai berikut.

1. Penyampaian rencana penyelenggaraan RUPS kepada Otoritas Jasa Keuangan dilakukan selambat-lambatnya 5 hari kerja sebelum pengumuman RUPS;
2. Pengumuman RUPS kepada para Pemegang Saham melalui 1 surat kabar nasional paling lambat 14 hari sebelum pemanggilan RUPS, tidak termasuk tanggal pengumuman dan pemanggilan RUPS;
3. Pemanggilan RUPS melalui 1 surat kabar nasional, situs Bursa Efek Indonesia, serta situs Bank paling lambat 21 hari sebelum tanggal RUPS dengan tidak memperhitungkan tanggal pemanggilan dan pelaksanaan RUPS;
4. Penyampaian bukti pengumuman dan pemanggilan RUPS kepada Otoritas Jasa Keuangan paling lambat 2 hari kerja setelah penerbitan pengumuman dan pemanggilan;
5. Hasil RUPS disampaikan kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia paling lambat 2 hari kerja setelah RUPS dan mengumumkannya kepada publik melalui surat kabar nasional.

Procedures to Implement GMS

In its implementation, the GMS consists of Annual GMS and Extraordinary GMS. The Annual GMS must be held no later than 6 months after the fiscal year ends, while the Extraordinary GMS can be held at any time as needed.

Annual GMS and Extraordinary GMS are carried out under the following procedures.

1. Submission of a plan for holding the GMS to the Financial Services Authority shall be made no later than 5 working days prior to the announcement of the GMS;
2. Announcement of the GMS to Shareholders shall be made through 1 national newspaper no later than 14 days before the notice of the GMS, excluding the date of the announcement and notice of the GMS;
3. Notice of the GMS shall be made through 1 national newspaper, the Indonesia Stock Exchange website, and the Bank's website no later than 21 days before the date of the GMS, excluding the date of the notice and the date of the GMS;
4. Submitting proof of announcement and notice of the GMS to the Financial Services Authority no later than 2 working days after the publication of the announcement and notice;
5. GMS Results are submitted to the Financial Services Authority and Indonesia Stock Exchange no later than 2 working days after the GMS and announced to the public through national newspapers.

Pelaksanaan RUPS Tahun 2019

Selama tahun 2019, Bank Artha Graha Internasional telah melaksanakan 1 kali RUPS Tahunan dan tidak mengadakan RUPS Luar Biasa. Uraian pelaksanaan RUPS dijelaskan sebagai berikut.

GMS Implementation in 2019

In 2019, Bank Artha Graha Internasional held 1 Annual GMS and did not hold any Extraordinary GMS. Details of the GMS implementation are explained as follows.

RUPS Tahunan 2019

2019 Annual GMS

Tanggal Date	Kegiatan Activities
7 Mei 2019 7 May 2019	Pemberitahuan kepada Otoritas Jasa Keuangan dan tembusan kepada Bursa Efek Indonesia melalui Surat Keputusan No. SK/0001/DIRUT/V/2019. Notification to the Financial Services Authority and cc to Indonesia Stock Exchange through Decision Letter No. SK/0001/DIRUT/V/2019.
14 Mei 2019 14 May 2019	Pengumuman melalui surat kabar harian Media Indonesia, *website* Bursa Efek Indonesia, dan Otoritas Jasa Keuangan, serta *website* Bank Surat Keputusan No. SK/0002/DIRUT/V/2019. Announcement on Media Indonesia daily newspapers, Indonesia Stock Exchange's website, and Financial Services Authority, and the Bank's website, Decision Letter No. SK/0002/DIRUT/V/2019.
29 Mei 2018 29 May 2018	Pemanggilan melalui surat kabar harian Media Indonesia, *website* Bursa Efek Indonesia, dan Otoritas Jasa Keuangan, serta *website* Bank. Notice on Media Indonesia daily newspapers, Indonesia Stock Exchange's website, and Financial Services Authority, and the Bank's website.
21 Juni 2019 21 June 2019	RUPS Tahunan dilaksanakan pada hari Jumat, 21 Juni 2019 pukul 09.59 WIB – 10.47 WIB, bertempat di Lobby Level Gedung Artha Graha, Kawasan Niaga Terpadu Sudirman (SCBD), Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190. The Annual GMS was held on Friday, 21 June 2019, at 09.59-10.47 WIB, at the Lobby Level of Gedung Artha Graha, Kawasan Niaga Terpadu Sudirman (SCBD), Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190.
24 Juni 2019 24 June 2019	Laporan kepada Otoritas Jasa Keuangan dan tembusan kepada Bursa Efek Indonesia melalui Surat Keputusan No. SK/0010/DIRUT/VI/2019. Report to the Financial Services Authority and cc to Indonesia Stock Exchange through Decision Letter No. SK/0010/DIRUT/VI/2019.
25 Juni 2019 25 June 2019	Pengumuman ringkasan risalah RUPS dalam surat kabar harian Media Indonesia, *website* Bursa Efek Indonesia dan Otoritas Jasa Keuangan, serta *website* Bank. Announcement of Summary of GMS Minutes on Media Indonesia daily newspapers, Indonesia Stock Exchange's website, and Financial Services Authority, and the Bank's website.

Mata Acara RUPS Tahunan 2019

1. Persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan dan Laporan Tugas Pengawasan Dewan Komisaris Bank tahun buku 2018;
2. Penetapan penggunaan laba bersih Bank tahun buku 2018;
3. Penunjukan kantor akuntan publik tahun buku 2019;
4. Penetapan gaji dan tunjangan anggota Direksi, serta gaji atau honorarium dan tunjangan anggota Dewan Komisaris; serta
5. Perubahan susunan Pengurus Bank.

The 2019 Annual GMS Agenda Items

1. Approval of the Annual Report, including validation of the Financial Statements and the Bank's Board of Commissioners Supervisory Report for the 2018 fiscal year;
2. Determination of the use of the Bank's net income for the 2018 fiscal year;
3. Appointment of public accountant firm for the 2019 fiscal year;
4. Determination of salary and allowance of members of Board of Directors, and honorarium and/or allowance of members of Board of Commissioners; and
5. Change in the Bank's Management composition.

Kehadiran Dewan Komisaris dan Direksi pada RUPS Tahunan 2019

Dewan Komisaris

Komisaris Utama/ Komisaris Independen	: Kiki Syahnakri
Komisaris Independen	: Edijanto
Komisaris Independen	: Nicolaus Eko Riwayanto
Komisaris	: Elizawatie Simon

Attendance of Board of Commissioners and Board of Directors at the 2019 Annual GMS

Board of Commissioners

President Commissioner/ Independent Commissioner	: Kiki Syahnakri
Independent Commissioner	: Edijanto
Independent Commissioner	: Nicolaus Eko Riwayanto
Commissioner	: Elizawatie Simon

Direksi	
Direktur Utama	: Andy Kasih
Wakil Direktur Utama	: Christina Harapan
Direktur Kepatuhan dan Independen	: Andry Siantar
Direktur	: Indra S Budianto
Direktur	: Anas Latief
Direktur	: Abdul Harris C J Simbolon
Direktur	: Tomy Jongelis
Direktur	: Indrastomo Nugroho

Board of Directors	
President Director	: Andy Kasih
Vice President Director	: Christina Harapan
Director of Compliance and Independent	: Andry Siantar
Director	: Indra S Budianto
Director	: Anas Latief
Director	: Abdul Harris C J Simbolon
Director	: Tomy Jongelis
Director	: Indrastomo Nugroho

Kehadiran Pemegang Saham

RUPS Tahunan 2019 dihadiri para Pemegang Saham dan/atau Kuasa Pemegang Saham yang mewakili 14.660.913.078 saham atau 92,81% dari seluruh saham yang telah dikeluarkan oleh Bank.

Attendance of Shareholders

The 2019 Annual GMS was attended by the Shareholders and/or Proxies of Shareholders representing 14,660,913,078 shares or 92.81% of the total number of shares issued by the Bank.

Mekanisme Pengambilan Keputusan

Pengambilan keputusan seluruh mata acara dilakukan berdasarkan musyawarah untuk mufakat. Dalam hal musyawarah untuk mufakat tidak tercapai, pengambilan keputusan dilakukan dengan pemungutan suara.

Mechanism in Adopting Resolutions

Resolutions for all agenda items are adopted by deliberation for consensus. In the event that deliberation for consensus is not achieved, resolutions will then be adopted by voting.

Keputusan RUPS Tahunan 2019
2019 Annual GMS

Mata Acara Pertama Agenda - Item 1	
Keputusan Resolutions	1. Menerima baik dan mengesahkan Laporan Tahunan Direksi Bank untuk tahun buku 2018, termasuk di dalamnya Laporan Kegiatan Bank dan Laporan Tugas Pengawasan Dewan Komisaris Bank untuk tahun buku; serta 2. Menerima dan mengesahkan Laporan Keuangan Bank untuk tahun buku 2018 yang telah diaudit oleh Kantor Akuntan Publik Kanaka Puradiredja, Suhartono dengan No. Ref.00165/3.0357/AU.1/07/0126/1/III/2019 tanggal 21 Maret 2019 dengan pendapat wajar tanpa pengecualian. 1. Well-accepted and validated the Bank's Board of Directors Annual Report for the 2018 fiscal year, including the Bank's Activity Report and the Bank's Board of Commissioners Supervisory Report for the fiscal year; and 2. Accepted and validated the Bank's Financial Statements for the 2018 fiscal year, which have been audited by the Public Accountant Firm Kanaka Puradiredja, Suhartono, No. Ref.00165/3.0357/AU.1/07/0126/1/III/2019 dated 21 March 2019 with unqualified opinion.
Hasil Pemungutan Suara Voting Result	Setuju : 14.660.913.078 saham Tidak Setuju : 0 Abstain : 0 Agree : 14,660,913,078 shares Disagree : 0 Abstain : 0
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.
Mata Acara Kedua Agenda - Item 2	
Keputusan Resolutions	Menyetujui tidak ada pembagian dividen dari laba bersih tahun buku 2018 dan seluruh laba bersih tersebut digunakan untuk memperkuat struktur permodalan dan persiapan penerapan PSAK 71. Agreed that there will be no dividend distribution from net income for the 2018 fiscal year and all net income will be used to strengthen the capital structure and preparation for the implementation of PSAK 71.
Hasil Pemungutan Suara Voting Result	Setuju : 14.660.913.078 saham Tidak Setuju : 0 Abstain : 0 Agree : 14,660,913,078 shares Disagree : 0 Abstain : 0
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.

Mata Acara Ketiga Agenda - Item 3	
Keputusan Resolutions	Memberikan kuasa dan/atau wewenang kepada Dewan Komisaris Bank berdasarkan: 1. Menunjuk kantor akuntan publik untuk melakukan audit atas buku-buku Bank tahun buku yang berakhir pada 31 Desember 2019 dan/atau kantor akuntan pengganti yang telah terdaftar pada Otoritas Jasa Keuangan sesuai dengan kriteria Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dalam Kegiatan Jasa Keuangan dan Bank Indonesia serta memiliki reputasi yang baik; dan 2. Menetapkan honorarium dan persyaratan-persyaratan lain sehubungan dengan penunjukan kantor akuntan publik tersebut. Granted power and/or authority to the Bank's Board of Commissioners to: 1. Appoint a public accountant firm to audit the Bank's books for the fiscal year ending on 31 December 2019 and/or a replacement of accountant firm that is registered at the Financial Services Authority, in accordance with the criteria of Financial Services Authority Regulation No. 13/POJK.03/2017 on the Use of Public Accountant Services in Financial Services Activity and Bank Indonesia, as well as has good reputation; and 2. Determine the honorarium amount and other requirements in connection with the appointment of the public accountant firm.
Hasil Pemungutan Suara Voting Result	Setuju : 14.660.913.078 saham Tidak Setuju : 0 Abstain : 0 Agree : 14,660,913,078 shares Disagree : 0 Abstain : 0
Realisasi Realization	Dewan Komisaris Bank telah menunjuk kantor akuntan publik untuk melaksanakan audit atas buku-buku Bank tahun buku 2019. The Bank's Board of Commissioners has appointed a public accountant firm to audit the Bank's books for the 2019 fiscal year.
Mata Acara Keempat Agenda - Item 4	
Keputusan Resolutions	1. Menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris Bank untuk menetapkan gaji dan tunjangan anggota Direksi Bank dengan ketentuan bahwa Dewan Komisaris wajib memperhatikan saran/pendapat yang diberikan oleh Komite Remunerasi dan Nominasi; dan 2. Menyetujui penetapan honorarium dan tunjangan bagi anggota Dewan Komisaris maksimal tidak lebih tinggi dari 20% dibandingkan dengan tahun lalu. 1. Approved the granting of power and authority to the Bank's Board of Commissioners to determine the salary and allowances for members of the Bank's Board of Directors provided that the Board of Commissioners must pay attention to the suggestion/opinion given by the Remuneration and Nomination Committee; and 2. Approved the determination of honorarium and allowances for members of Board of Commissioners at a maximum of 20% compared to that of last year.
Hasil Pemungutan Suara Voting Result	Setuju : 14.660.913.078 saham Tidak Setuju : 0 Abstain : 0 Agree : 14,660,913,078 shares Disagree : 0 Abstain : 0
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.

Mata Acara Kelima Agenda - Item 5	
Keputusan Resolutions	1. Memberhentikan beberapa anggota Komisaris dan Direksi, terhitung sejak ditutupnya rapat ini sebagai berikut. • Richard Halim Kusuma selaku Komisaris; • Edijanto selaku Komisaris Independen; • Elizawatie Simon selaku Komisaris • Anas Latief selaku Direktur; • Abdul Harris C J Simbolon selaku Direktur Kepatuhan dan Direktur Independen (karena pengangkatannya menggantikan Andry Siantar dalam RUPS Tahunan tahun buku 2017 hingga saat ini tidak memperoleh *fit and proper test* dari Otoritas Jasa Keuangan); serta • Tomy Jongelis selaku Direktur. 2. Memberhentikan Andry Siantar selaku Direktur (Direktur Kepatuhan dan Direktur Independen), terhitung sejak efektifnya pengangkatan Anas Latief yang akan disebut selaku penggantinya. 3. Mengangkat Dewan Komisaris dan Direksi untuk masa jabatan yang akan berakhir bersamaan dengan masa jabatan yang sedang dijabat saat ini sebagai berikut. a. Elizawatie Simon selaku Komisaris Independen; dan b. Anas Latief selaku Direktur Kepatuhan dan Direktur Independen menggantikan Andry Siantar, berlaku efektif sejak yang bersangkutan memperoleh *fit and proper test* dari Otoritas Jasa Keuangan. Susunan anggota Dewan Komisaris dan Direksi Bank setelah pemberhentian dan pengangkatan sebagai berikut. **Dewan Komisaris** Komisaris Utama/Komisaris Independen : Kiki Syahnakri Wakil Komisaris Utama : Tomy Winata Wakil Komisaris Utama : Sugianto Kusuma Komisaris Independen : Nicolaus Eko Riwayanto Komisaris Independen : Elizawatie Simon**) **Direksi** Direktur Utama : Andy Kasih Wakil Direktur Utama : Christina Harapan Direktur Kepatuhan dan Direktur Independen : Anas Latief *) Direktur : Indra S Budianto Direktur : Indrastomo Nugroho *) Dalam proses *fit and proper.* **) Dalam masa tunggu *(cooling off).* Memberikan kuasa kepada Direksi Bank untuk menyatakan keputusan mata acara ke-5 rapat dengan akta tersendiri di hadapan seorang notaris dan memberitahukan perubahan data Bank kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia. 1. Dismissed several members of Board of Commissioners and Board of Directors, starting from the closing of the meeting, as follows. • Richard Halim Kusuma as Commissioner; • Edijanto as Independent Commissioner; • Elizawatie Simon as Commissioner; • Anas Latief as Director; • Abdul Harris C J Simbolon as Director of Compliance and Independent Director (due to his appointment was to replace Andry Siantar in the Annual GMS of the 2017 fiscal year and until now, has not passed the fit and proper test from the Financial Services Authority); and • Tomy Jongelis as Director. 2. Dismissed Andry Siantar as Director (Director of Compliance and Independent Director), starting from the effective appointment of Anas Latief, who will be stated as his replacement. 3. Appointed Board of Commissioners and Board of Directors for the term of office that will end simultaneously with the term of office currently being served as follows. a. Elizawatie Simon as Independent Commissioner; and b. Anas Latief as Director of Compliance and Independent Director, replacing Andry Siantar, effective after the said person passes the fit and proper test held by the Financial Services Authority. The composition of the Bank's Board of Commissioners and Board of Directors after the dismissal and appointment is as follows. **Board of Commissioners** President Commissioner/Independent Commissioner : Kiki Syahnakri Vice President Commissioner : Tomy Winata Vice President Commissioner : Sugianto Kusuma Independent Commissioner : Nicolaus Eko Riwayanto Independent Commissioner : Elizawatie Simon**)

	Board of Directors President Director Vice President Director Director of Compliance and Independent Director Director Director *) In the process of fit and proper. **) In cooling off period. 4. Granted power to the Bank's Board of Directors to state the resolutions of all 5 agenda items in a separate deed before a Notary and to inform the Bank's data changes to the Minister of Law and Human Rights of the Republic of Indonesia.	 : Andy Kasih : Christina Harapan : Anas Latief*) : Indra S Budianto : Indrastomo Nugroho
Hasil Pemungutan Suara Voting Result	Setuju Tidak Setuju Abstain Agree Disagree Abstain	: 14.660.913.078 saham : 0 : 0 : 14,660,913,078 shares : 0 : 0
Realisasi Realization	Jabatan Dewan Komisaris dan Direksi yang baru diangkat efektif sejak yang bersangkutan memperoleh *fit and proper test* dari Otoritas Jasa Keuangan. The position of the newly appointed Board of Commissioners and Board of Directors shall be effective after the said persons pass the fit and proper test held by the Financial Services Authority.	

Pelaksanaan RUPS Tahun 2018

Selama tahun 2018, Bank Artha Graha Internasional telah melaksanakan 1 kali RUPS Tahunan dan tidak mengadakan RUPS Luar Biasa. Uraian pelaksanaan RUPS dijelaskan sebagai berikut.

GMS Implementation in 2018

In 2018, Bank Artha Graha Internasional held 1 Annual GMS and did not hold any Extraordinary GMS. Details of the GMS implementation are explained as follows.

RUPS Tahunan 2018
2018 Annual GMS

Tanggal Date	Kegiatan Activities
16 Mei dan 28 Mei 2018 16 May and 28 May 2018	Pemberitahuan kepada Otoritas Jasa Keuangan dan tembusan kepada Bursa Efek Indonesia pada tanggal 16 Mei 2018 melalui Surat No. SK/128/DIRUT/V/2018 dan Ralat Pemberitahuan Rencana Penyelenggaraan RUPS pada tanggal 28 Mei 2018 melalui Surat No.SK/782/DIRUT/V/2018. Notification to the Financial Services Authority and cc to Indonesia Stock Exchange on 16 May 2018 through Letter No. SK/128/DIRUT/V/2018 and Revision of Notification of Plan to Hold the GMS on 28 May 2018 through Letter No. SK/782/DIRUT/V/2018.
24 Mei dan 30 Mei 2018 24 May and 30 May 2018	Pengumuman melalui surat kabar harian Suara Pembaruan, *website* Bursa Efek Indonesia dan Otoritas Jasa Keuangan, dan *website* Bank pada tanggal 24 Mei 2018, serta Ralat Pengumuman melalui surat kabar harian Media Indonesia, *website* Bursa Efek Indonesia dan Otoritas Jasa Keuangan, dan *website* Bank pada tanggal 30 Mei 2018. Announcement on Suara Pembaruan daily newspapers, Indonesia Stock Exchange's website, Financial Services Authority, and the Bank's website on 24 May 2018, and Revision of Announcement on Media Indonesia daily newspapers, Indonesia Stock Exchange's website, Financial Services Authority, and the Bank's website on 30 May 2018.
8 Juni 2018 8 June 2018	Pemanggilan melalui surat kabar harian Media Indonesia, *website* Bursa Efek Indonesia dan Otoritas Jasa Keuangan, serta *website* Bank. Notice on Media Indonesia daily newspapers, Indonesia Stock Exchange's website, and Financial Services Authority, and the Bank's website.
30 Juni 2018 30 June 2018	RUPS Tahunan dilaksanakan pada hari Sabtu, 30 Juni 2018 pukul 13.21 WIB – 14.32 WIB, bertempat di Lobby Level Gedung Artha Graha, Kawasan Niaga Terpadu Sudirman (SCBD), Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190. The Annual GMS was held on Saturday, 30 June 2018, at 13.21-14.32 WIB, at the Lobby Level of Gedung Artha Graha, Kawasan Niaga Terpadu Sudirman (SCBD), Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190.
4 Juli dan 6 Juli 2018 4 July and 6 July 2018	Laporan kepada Otoritas Jasa Keuangan dan tembusan kepada Bursa Efek Indonesia melalui Surat No. SK/019/DIT-CORSEC/VII/2018 tanggal 4 Juli 2018 dan Ralat Pengumuman Ringkasan Risalah RUPS melalui SK/188/DITCORSEC/VII/2018 tanggal 6 Juli 2018. Report to the Financial Services Authority and cc to Indonesia Stock Exchange through Letter No. SK/019/DIT-CORSEC/VII/2018 on 4 July 2018 and Revision of Announcement of Summary of GMS Minutes: through SK/188/DITCORSEC/VII/2018 on 6 July 2018.
3 Juli dan 4 Juli 2018 3 July and 4 July 2018	Pengumuman ringkasan risalah RUPS dalam surat kabar harian Media Indonesia dan *website* Bank pada tanggal 3 Juli 2018, serta Ralat Pengumuman Ringkasan Risalah RUPS dalam surat kabar harian Media Indonesia dan *website* Bank pada tanggal 4 Juli 2018. Announcement of summary of GMS minutes on Media Indonesia daily newspapers and the Bank's website on 3 July 2018, and Revision of Announcement of Summary of GMS Minutes on Media Indonesia daily newspapers and the Bank's website on 4 July 2018.

Mata Acara RUPS Tahunan 2018

1. Persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan dan Laporan Tugas Pengawasan Dewan Komisaris Bank tahun buku 2017;
2. Penetapan penggunaan laba bersih Bank untuk tahun buku 2017;
3. Penunjukan kantor akuntan publik untuk tahun buku 2018;
4. Penetapan gaji dan tunjangan anggota Direksi, serta gaji atau honorarium dan tunjangan anggota Dewan Komisaris;
5. Perubahan susunan pengurus Bank; dan
6. Laporan pertanggung jawaban realisasi penggunaan dana hasil Penawaran Umum Terbatas V.

The 2018 Annual GMS Agenda Items

1. Approval of the Annual Report, including validation of the Financial Statements and the Bank's Board of Commissioners Supervisory Report for the 2017 fiscal year;
2. Determination of the use of the Bank's net income for the 2017 fiscal year;
3. Appointment of public accountant for the 2018 fiscal year;
4. Determination of salary and allowances for members of Board of Directors, and salary/honorarium and allowances for members of Board of Commissioners;
5. Change in the Bank's Management composition; and
6. Accountability report of the realization of use of proceeds from the Limited Public Offerings V.

Kehadiran Dewan Komisaris dan Direksi pada RUPS Tahunan 2018

Dewan Komisaris

Komisaris Utama/ Komisaris Independen	: Kiki Syahnakri
Wakil Komisaris Utama	: Tomy Winata
Wakil Komisaris Utama	: Sugianto Kusuma
Komisaris Independen	: Edijanto
Komisaris Independen	: Melania Halim
Komisaris	: Richard Halim Kusuma

Direksi

Direktur Utama	: Andy Kasih
Direktur Kepatuhan dan Independen	: Andry Siantar
Direktur	: Alex Susanto
Direktur	: Dyah Hindraswarini
Direktur	: Elizawatie Simon
Direktur	: Indra S Budianto
Direktur	: Anas Latief
Direktur	: Handoyo (Jet) Soedirdja
Direktur	: Dyah Hindraswarini

Attendance of Board of Commissioners and Board of Directors at the 2018 Annual GMS

Board of Commissioners

President Commissioner/ Independent Commissioner	: Kiki Syahnakri
Vice President Commissioner	: Tomy Winata
Vice President Commissioner	: Sugianto Kusuma
Independent Commissioner	: Edijanto
Independent Commissioner	: Melania Halim
Commissioner	: Richard Halim Kusuma

Board of Directors

President Director	: Andy Kasih
Director of Compliance and Independent	: Andry Siantar
Director	: Alex Susanto
Director	: Dyah Hindraswarini
Director	: Elizawatie Simon
Director	: Indra S Budianto
Director	: Anas Latief
Director	: Handoyo (Jet) Soedirdja
Director	: Dyah Hindraswarini

Kehadiran Pemegang Saham

RUPS Tahunan 2018 telah dihadiri oleh para Pemegang Saham dan Kuasa Pemegang Saham yang mewakili 14.655.980.868 saham atau 92,78% dari seluruh saham yang telah dikeluarkan oleh Bank.

Attendance of Shareholders

The 2018 Annual GMS was attended by Shareholders and proxies of Shareholders representing 14,655,980,868 shares or 92.78% of the total number of shares issued by the Company.

Mekanisme Pengambilan Keputusan

Pengambilan keputusan seluruh mata acara dilakukan berdasarkan musyawarah untuk mufakat. Dalam hal musyawarah untuk mufakat tidak tercapai, pengambilan keputusan dilakukan dengan pemungutan suara.

Mechanism in Adopting Resolutions

Resolutions for all agenda items are adopted by deliberation for consensus. In the event that deliberation for consensus is not achieved, resolutions will then be adopted by voting.

Keputusan RUPS Tahunan 2018
2018 Annual GMS Resolutions

Mata Acara Pertama **Agenda - Item 1**	
Keputusan Resolutions	1. Menerima baik dan menyetujui Laporan Tahunan Direksi Bank untuk tahun buku 2017 termasuk di dalamnya Laporan Kegiatan Bank dan Laporan Tugas Pengawasan Dewan Komisaris Bank untuk tahun buku 2017; serta 2. Menerima dan mengesahkan Laporan Keuangan Bank untuk tahun 2017 yang telah diaudit oleh Kantor Akuntan Publik Kanaka Puradiredja, Suhartono dengan laporannya No. R-166/BAGkps/FD01/III/2018 tanggal 29 Maret 2018 dengan pendapat wajar tanpa pengecualian. 1. Well-accepted and approved the Bank's Board of Directors Annual Report for the 2017 fiscal year, including the Bank's Activity Report and the Bank's Board of Commissioners Supervisory Report for the 2017 fiscal year; and 2. Accepted and validated the Bank's Financial Statements for the 2017 fiscal year, which have been audited by the Public Accountant Firm Kanaka Puradiredja, Suhartono, with its report No. R-166/BAGkps/FD01/III/2018 dated 29 March 2018 with unqualified opinion.
Hasil Pemungutan Suara Voting Result	Setuju : 14.655.980.868 saham Tidak Setuju : 0 saham Abstain : 0 saham Agree : 14,655,980,868 shares Disagree : 0 share Abstain : 0 share
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.
Mata Acara Kedua **Agenda - Item 2**	
Keputusan Resolutions	Menyetujui tidak ada pembagian dividen dari laba bersih tahun buku 2017 dan seluruh laba bersih tersebut digunakan untuk memperkuat struktur permodalan dan persiapan melakukan ekspansi. Agreed that there will be no dividend distribution from net income for the 2017 fiscal year and all net income will be used to strengthen the capital structure and preparation for expansion.
Hasil Pemungutan Suara Voting Result	Setuju : 14.649.873.017 saham Tidak Setuju : 6.107.851 saham Abstain : 0 saham Agree : 14,649,873,017 shares Disagree : 6,107,851 share Abstain : 0 share
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.
Mata Acara Ketiga **Agenda - Item 3**	
Keputusan Resolutions	1. Menunjuk kantor akuntan publik untuk melakukan audit atas buku-buku Bank tahun buku yang berakhir pada tanggal 31 Desember 2018 dan kantor akuntan publik pengganti (dalam hal terdapat penggantian kantor akuntan publik), yang telah terdaftar pada Otoritas Jasa Keuangan, sesuai dengan kriteria Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan dan Bank Indonesia, serta memiliki reputasi yang baik; dan 2. Menetapkan honorarium serta persyaratan-persyaratan lain sehubungan dengan penunjukan kantor akuntan publik tersebut. 1. Appointed a public accountant firm to audit the Bank's books for the fiscal year ending on 31 December 2018 and a replacement of accountant firm (in the event that the public accountant firm needs to be replaced) that is registered at the Financial Services Authority, in accordance with the criteria of Financial Services Authority Regulation No. 13/POJK.03/2017 on the Use of Public Accountant Services and Public Accountant Firm in Financial Services Activities and Bank Indonesia, as well as has good reputation; and 2. Determined the honorarium and other requirements in connection with the appointment of the public accountant firm.
Hasil Pemungutan Suara Voting Result	Setuju : 14.655.980.868 saham Tidak Setuju : 0 saham Abstain : 0 saham Agree : 14,655,980,868 shares Disagree : 0 share Abstain : 0 share
Realisasi Realization	Dewan Komisaris Bank telah menunjuk kantor akuntan publik untuk melaksanakan audit atas buku-buku Perseroan tahun buku 2018. The Bank's Board of Commissioners has appointed a public accountant firm to audit the Company's books for the 2018 fiscal year.

Mata Acara Keempat Agenda - Item 4	
Keputusan Resolutions	1. Menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris Bank untuk menetapkan gaji dan tunjangan anggota Direksi Bank dengan ketentuan bahwa Dewan Komisaris wajib memperhatikan saran atau pendapat yang diberikan oleh Komite Remunerasi dan Nominasi; dan 2. Menyetujui penetapan honorarium dan tunjangan bagi anggota Dewan Komisaris maksimal tidak lebih tinggi dari 20% dibandingkan dengan tahun lalu. 1. Approved the granting of power and authority to the Bank's Board of Commissioners to determine the salary and allowances for members of the Bank's Board of Directors provided that the Board of Commissioners must pay attention to the suggestion or opinion given by the Remuneration and Nomination Committee; and 2. Approved the determination of honorarium and allowances for members of Board of Commissioners at a maximum of 20% compared to that of last year.
Hasil Pemungutan Suara Voting Result	Setuju : 14.655.980.868 saham Tidak Setuju : 0 saham Abstain : 0 saham Agree : 14,655,980,868 shares Disagree : 0 share Abstain : 0 share
Realisasi Realization	Telah direalisasikan sepenuhnya. Has been fully realized.

Mata Acara Kelima Agenda - Item 5	
Keputusan Resolutions	1. Memberhentikan: a. Melania Halim selaku Komisaris Independen; b. Dyah Hindraswarini selaku Direktur; c. Alex Susanto selaku Direktur; d. Elizawatie Simon selaku Direktur, sesuai dengan Surat Pengunduran Diri tanggal 20 Juni 2018; e. Handoyo (Jet) Soedirdja selaku Direktur; dan f. Andry Siantar selaku Direktur (Direktur Kepatuhan dan Direktur Independen), terhitung sejak efektifnya pengangkatan Abdul Harris CJ Simbolon selaku Direktur (Direktur Kepatuhan dan Direktur Independen) sebagai penggantinya. 2. Mengangkat terhitung sejak saat yang bersangkutan memperoleh persetujuan (fit and proper test) dari Otoritas Jasa Keuangan sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan yang ketiga: a. Elizawatie Simon selaku Komisaris; b. Nicolaus Eko Riwayanto selaku Komisaris Independen; c. Christina Harapan selaku Wakil Direktur Utama; d. Abdul Harris CJ Simbolon selaku Direktur (Direktur Kepatuhan dan Direktur Independen); e. Tomy Jongelis selaku Direktur; f. Indrastomo Nugroho selaku Direktur; dan g. Andry Siantar selaku Direktur, terhitung sejak efektifnya pemberhentiannya selaku Direktur (Direktur Kepatuhan dan Direktur Independen) sampai dengan penutupan RUPS Tahunan yang ketiga. Susunan anggota Dewan Komisaris dan anggota Direksi Perseroan setelah pemberhentian dan pengangkatan sebagai berikut. **Dewan Komisaris** Komisaris Utama/ Komisaris Independen : Kiki Syahnakri Wakil Komisaris Utama : Tomy Winata Wakil Komisaris Utama : Sugianto Kusuma Komisaris Independen : Edijanto Komisaris Independen : Nicolaus Eko Riwayanto*) Komisaris : Richard Halim Kusuma*) Komisaris : Elizawatie Simon*) **Direksi** Direktur Utama : Andy Kasih Wakil Direktur Utama : Christina Harapan*) Direktur : Andry Siantar Direktur : Indra Sintung Budianto Direktur : Anas Latief Direktur Kepatuhan dan Independen : Abdul Harris CJ Simbolon*) Direktur : Tomy Jongelis*) Direktur : Indrastomo Nugroho*) *) Dalam proses *fit and proper*. Memberikan kuasa kepada Direksi Perseroan untuk menyatakan keputusan mata acara kelima rapat, dengan akta tersendiri di hadapan seorang notaris dan memberitahukan perubahan data Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia.

1. Dismissed:
   a. Melania Halim as Independent Commissioner;
   b. Dyah Hindraswarini as Director;
   c. Alex Susanto as Director;
   d. Elizawatie Simon as Director, in accordance with the Resignation Letter dated 20 June 2018;
   e. Handoyo (Jet) Soedirdja as Director; and
   f. Andry Siantar as Director (Director of Compliance and Independent Director), starting from the effective appointment of Abdul Harris CJ Simbolon as Director (Director of Compliance and Independent Director) as his replacement.

2. Appointed, starting from the said persons pass the fit and proper test held by the Financial Services Authority to the closing of the third Annual General Meeting of Shareholders:
   a. Elizawatie Simon as Commissioner;
   b. Nicolaus Eko Riwayanto as Independent Commissioner;
   c. Christina Harapan as Vice President Director;
   d. Abdul Harris CJ Simbolon as Director (Director of Compliance and Independent Director);
   e. Tomy Jongelis as Director;
   f. Indrastomo Nugroho as Director; and
   g. Andry Siantar as Director, starting from the effective dismissal as Director (Director of Compliance and Independent Director) to the closing of the third Annual GMS.

The composition of the Company's Board of Commissioners and Board of Directors after the dismissal and appointment is as follows.

Board of Commissioners

President Commissioner/ Independent Commissioner	: Kiki Syahnakri
Vice President Commissioner	: Tomy Winata
Vice President Commissioner	: Sugianto Kusuma
Independent Commissioner	: Edijanto
Independent Commissioner	: Nicolaus Eko Riwayanto*)
Commissioner	: Richard Halim Kusuma*)
Commissioner	: Elizawatie Simon*)

Board of Directors

President Director	: Andy Kasih
Vice President Director	: Christina Harapan*)
Director	: Andry Siantar
Director	: Indra Sintung Budianto
Director	: Anas Latief
Director of Compliance and Independent	: Abdul Harris CJ Simbolon*)
Director	: Tomy Jongelis*)
Director	: Indrastomo Nugroho*)

*) In the process of fit and proper.

3. Granted power to the Company's Board of Directors to state the resolutions of all 5 agenda items in a separate deed before a Notary and to inform the Company's data changes to the Minister of Law and Human Rights of the Republic of Indonesia.

Hasil Pemungutan Suara Voting Result	Setuju : 14.655.980.868 saham Tidak Setuju : 0 saham Abstain : 0 saham Agree : 14,655,980,868 shares Disagree : 0 share Abstain : 0 share
Realisasi Realization	Jabatan Dewan Komisaris dan Direksi yang baru diangkat efektif sejak yang bersangkutan memperoleh *fit and proper test* dari Otoritas Jasa Keuangan. The position of the newly appointed Board of Commissioners and Board of Directors shall be effective after the said persons pass the fit and proper test held by the Financial Services Authority.

Mata Acara Keenam
Agenda - Item 6

Keputusan Resolutions	Laporan pertanggung jawaban realisasi penggunaan dana hasil Penawaran Umum Terbatas V. Tidak dilakukan pemungutan suara karena bersifat laporan. Accountability report of the realization of use of proceeds from the Limited Public Offerings V. No voting was conducted since the item is about a report.
Hasil Pemungutan Suara Voting Result	Tidak dilakukan pemungutan suara karena bersifat laporan. No voting was conducted since the item is about a report.
Realisasi Realization	Telah direalisasikan secara penuh. Has been fully realized.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan salah satu organ tata kelola Bank yang bertugas melakukan pengawasan atas tindakan pengurusan yang dilakukan oleh Direksi. Selain itu, Dewan Komisaris juga memberikan arahan kepada Direksi dalam menjalankan perusahaan dan menerapkan GCG.

Dalam pelaksanaan fungsi pengawasan Dewan Komisaris Bank Artha Graha Internasional dibantu oleh Komite di bawahnya yaitu Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi.

Pedoman Dewan Komisaris

Dewan Komisaris telah memiliki pedoman tersendiri untuk menunjang efektivitas pelaksanaan fungsi pengawasan. Pedoman tersebut dituangkan dalam Pedoman dan Tata Tertib Kerja Dewan Komisaris No. 0006.03.0 tanggal 18 September 2015.

Dewan Komisaris juga mengacu pada pedoman lainnya seperti:
1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 10 tahun 1998 tentang Perbankan;
3. Peraturan Bank Indonesia No. 13/27/PBI/2011 tentang Bank Umum yang telah diubah dengan Peraturan Bank Indonesia;
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum;
5. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten dan Perusahaan Publik; dan
6. Anggaran Dasar Bank Artha Graha Internasional.

Tugas dan Tanggung Jawab Dewan Komisaris

Sebagaimana tercantum dalam Pedoman Dewan Komisaris, tugas dan tanggung jawab Dewan Komisaris adalah sebagai berikut.
1. Melakukan pengawasan dan bertanggung jawab atas kebijakan Direksi, jalannya kepengurusan pada umumnya baik mengenai Bank maupun usaha Bank dan memberikan nasihat kepada Direksi;
2. Membentuk dan menentukan susunan Komite Audit maupun komite pendukung Dewan Komisaris lainnya sebagaimana telah ditentukan dalam peraturan perundang-undangan. Komite tersebut dievaluasi oleh Dewan Komisaris secara berkala setiap akhir tahun buku Bank. Hal ini dilakukan

The Board of Commissioners is one of the Bank's governance organs with duty to supervise the management actions taken by the Board of Directors. In addition, the Board of Commissioners also gives direction to the Board of Directors in running the Company and implementing GCG.

In carrying out the supervisory function, the Board of Commissioners of Bank Artha Graha Internasional is assisted by Committees under the Board, which are Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee.

Board Manual of Board of Commissioners

The Board of Commissioners already has its own manual to support the effectiveness of implementation of supervisory function. These guidelines are set forth in the Board Manual of Board of Commissioners No 0006.03.0 dated 18 September 2015.

The Board of Commissioners also refers to other guidelines such as:
1. Law No. 40 of 2007 on Limited Liability Company;
2. Law No. 10 of 1998 on Banking;
3. Bank Indonesia Regulation No. 13/27/PBI/2011 on Commercial Banks that was amended by Bank Indonesia Regulation;
4. Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Bank;
5. Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies; and
6. Bank Artha Graha Internasional's Articles of Association.

Duties and Responsibilities of Board of Commissioners

As stated in the Board Manual of Board of Commissioners, the duties and responsibilities of the Board of Commissioners are as follows.
1. Supervising and taking responsibility for the Board of Directors' policies, the general management of the Bank and the Bank's business, and providing advice to the Board of Directors;
2. Establishing and determining the composition of Audit Committee and other supporting committees of the Board of Commissioners as set in the laws and regulations. The Committees are regularly evaluated by the Board of Commissioners at the end of each fiscal year of the

sebagai bagian dari pelaksanaan tugas dan tanggung jawab pengawasan Dewan Komisaris;

3. Anggota Dewan Komisaris berhak memasuki bangunan dan halaman atau tempat lain setiap waktu dalam jam kerja kantor Bank dan berhak memeriksa semua pembukuan, surat dan alat bukti lainnya, memeriksa dan mencocokkan keadaan uang kas dan lain-lain, serta berhak untuk mengetahui segala tindakan yang telah dijalankan oleh Direksi; dan

4. Dapat melakukan tindakan pengurusan Bank dalam keadaan tertentu untuk jangka waktu tertentu, sebagaimana ditetapkan dalam Anggaran Dasar atau keputusan RUPS.

Kriteria Anggota Dewan Komisaris

Seluruh anggota Dewan Komisaris Bank Artha Graha Internasional harus memenuhi kriteria sebagai berikut.

1. Anggota Dewan Komisaris diangkat oleh RUPS untuk jangka waktu 1 periode masa jabatan paling lama 3 tahun atau sampai dengan penutupan RUPS Tahunan pada akhir periode masa jabatan dimaksud dengan tidak mengurangi hak dari RUPS untuk memberhentikan sewaktu-waktu;
2. Anggota Dewan Komisaris yang masa jabatannya telah berakhir dapat diangkat kembali;
3. Anggota Dewan Komisaris wajib memenuhi:
   a. Integritas yang paling kurang mencakup:
      - Memiliki akhlak dan moral yang baik;
      - Memiliki komitmen untuk memenuhi peraturan perundang-undangan yang berlaku;
      - Memiliki komitmen yang tinggi terhadap pengembangan operasional Bank yang sehat; dan
      - Tidak termasuk dalam daftar tidak lulus.
   b. Kompetensi yang paling kurang mencakup:
      - Pengetahuan di bidang perbankan yang memadai dan relevan dengan jabatannya;
      - Pengalaman dan keahlian di bidang perbankan dan/atau bidang keuangan; dan
      - Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat.
   c. Reputasi keuangan yang paling kurang mencakup:
      - Tidak termasuk dalam daftar kredit macet; dan
      - Tidak pernah dinyatakan pailit atau menjadi anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Bank dinyatakan pailit dalam waktu 5 tahun sebelum dicalonkan.
4. Anggota Dewan Komisaris wajib memenuhi persyaratan antara lain:
   a. Tidak termasuk dalam daftar orang-orang yang dilarang menjadi Pemegang Saham dan/atau pengurus Bank dan/atau Bank Perkreditan Rakyat, sesuai dengan ketentuan yang ditetapkan oleh Otoritas Jasa Keuangan;

Bank. This is performed as part of the implementation of supervisory duties and responsibilities of the Board of Commissioners;

3. Members of the Board of Commissioners have the right to enter buildings and yards or other places at any time during office hours of the Bank's office and have the right to examine all books, letters, and other evidence, to examine and match the condition of cash and others, and have the right to know all actions that have been carried out by the Board of Directors; and
4. Able to perform Bank's management actions in certain circumstances for a certain period of time, as stipulated in the Articles of Association or GMS resolutions.

Criteria of Members of Board of Commissioners

All members of Board of Commissioners of Bank Artha Graha Internasional must meet the following criteria.

1. Members of Board of Commissioners are appointed by the GMS for a period of 1 term of office for a maximum period of 3 years or until the closing of the Annual GMS at the end of the term of office referred to without prejudice to the right of the GMS to dismiss at any time;
2. Members of Board of Commissioners whose term of service has ended can be reappointed;
3. Members of Board of Commissioners must fulfill:
   a. Integrity that at least includes:
      - Having good character and morals;
      - Having a commitment to meet the applicable laws and regulations;
      - Having a high commitment to develop sound Bank operations; and
      - Not included in fail list.
   b. Competencies that at least include:
      - Adequate knowledge in banking that is relevant to the position;
      - Experience and expertise in banking and/or finance; and
      - Ability to carry out strategic management in the framework of developing a sound Bank.
   c. Financial reputation that at least includes:
      - Not included in the list of non-performing loans; and
      - Have never been declared bankrupt or been a member of Board of Commissioners who was found guilty of causing a Bank to be declared bankrupt within 5 years before being nominated.
4. Members of the Board of Commissioners must fulfill the following requirements:
   a. Not included in the list of persons prohibited from becoming Shareholders and/or management of Banks and/or Rural Banks, in accordance with the provisions stipulated by the Financial Services Authority;

b. Tidak pernah melakukan tindakan tercela di bidang perbankan, keuangan dan usaha lainnya, tidak pernah dihukum karena terbukti melakukan tindak pidana kejahatan, dan tidak sedang dalam masa pengenaan sanksi untuk dilarang menjadi pengurus Bank dan/atau Bank Perkreditan Rakyat sebagaimana diatur dalam ketentuan penilaian kemampuan dan kepatutan *(fit and proper test);*
c. Tidak memiliki hubungan keluarga sampai dengan derajat kedua, termasuk besan dengan sesama anggota Dewan Komisaris atau Direksi;
d. Tidak pernah dinyatakan pailit dan tidak pernah menjadi Pemegang Saham, Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Bank dinyatakan pailit berdasarkan ketetapan pengadilan dalam waktu 5 tahun sebelum tanggal pengajuan atau tanggal pencalonan sebagai anggota Dewan Komisaris; dan
e. Khusus bagi Komisaris Independen merupakan pihak yang independen terhadap pemilik Bank atau Pemegang Saham.

b. Have never committed a disgraceful act in banking, financial, and other business sectors, have never been convicted of a crime, and is not currently in the period of imposition of sanctions that is prohibited from becoming management of Banks and/or Rural Banks as stipulated in the provisions of fit and proper test;
c. Have no family relationship up to the second degree, including in-laws with fellow members of the Board of Commissioners or Board of Directors;
d. Have never been declared bankrupt and never been a Shareholder, Board of Commissioners who was found guilty of causing a Bank to be declared bankrupt based on a court decision within 5 years prior to the filing date or nomination date as a member of the Board of Commissioners; and
e. Specifically for Independent Commissioner, the person must be independent against the owners of the Bank or Shareholders.

Jumlah dan Komposisi Dewan Komisaris

Berikut adalah jumlah dan komposisi Dewan Komisaris pada tahun 2019:

Number and Composition of Board of Commissioners

The following are the number and composition of the Board of Commissioners in 2019:

Nama Name	Jabatan Position	Periode Period	Domisili Domicile	Tanggal Pertama Kali Menjabat First Date Serving the Position	Dasar Pengangkatan Basis of Appointment
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	2017 – 2020	Jakarta	12 Juni 2005 12 June 2005	• Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005; • Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014; dan • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. • Deed of Meeting Resolutions No. 26, dated 12 June 2005; • Deed of Meeting Resolutions No. 8 dated 3 June 2014; and • Deed of Meeting Resolutions No. 20, dated 16 June 2017.
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	2017 – 2020	Jakarta	12 Juni 2005 12 June 2005	• Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005; • Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014; dan • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. • Deed of Meeting Resolutions No. 26, dated 12 June 2005; • Deed of Meeting Resolutions No. 8 dated 3 June 2014; and • Deed of Meeting Resolutions No. 20, dated 16 June 2017.
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	2017 – 2020	Jakarta	12 Juni 2005 12 June 2005	• Akta Pernyataan Keputusan Rapat No. 26 tanggal 12 Juni 2005; • Akta Pernyataan Keputusan Rapat No. 8 tanggal 3 Juni 2014; dan • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. • Deed of Meeting Resolutions No. 26, dated 12 June 2005; • Deed of Meeting Resolutions No. 8 dated 3 June 2014; and • Deed of Meeting Resolutions No. 20, dated 16 June 2017.

Nama Name	Jabatan Position	Periode Period	Domisili Domicile	Tanggal Pertama Kali Menjabat First Date Serving the Position	Dasar Pengangkatan Basis of Appointment
Elizawatie Simon	Komisaris Independen Independent Commissioner	2019 - 2022	Jakarta	4 Juli 2019 4 July 2019	• Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017; • Akta Pernyataan Keputusan Rapat No. 9 tanggal 17 Juli 2018; dan • Akta Pernyataan Keputusan Rapat No. 9 tanggal 4 Juli 2019. • Deed of Meeting Resolutions No. 20, dated 16 June 2017; • Deed of Meeting Resolutions No. 9, dated 17 July 2018; and • Deed of Meeting Resolutions No. 9, dated 4 July 2019;
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	2018 - 2021	Jakarta	30 Juni 2018 30 June 2018	Akta Pernyataan Keputusan Rapat No. 9 tanggal 17 Juli 2018. Deed of Meeting Resolutions No. 9 dated 17 July 2018.

Profil Dewan Komisaris

Terkait profil lengkap anggota Dewan Komisaris Bank Artha Graha Internasional dapat dilihat di bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Board of Commissioners Profile

Complete profile of members of Board of Commissioners of Bank Artha Graha Internasional can be seen in the Board of Commissioners Profile section in the Company Profile chapter of this Annual Report.

Penilaian Kemampuan dan Kepatutan Dewan Komisaris

Seluruh anggota Dewan Komisaris harus memenuhi persyaratan telah lulus penilaian uji kemampuan dan kepatutan sesuai dengan ketentuan yang disyaratkan oleh regulator. Sebagaimana tercantum dalam Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan, calon anggota Dewan Komisaris wajib memperoleh persetujuan dari Otoritas Jasa Keuangan sebelum menjalankan tindakan, tugas, dan fungsinya sebagai Dewan Komisaris.

Fit and Proper Test of the Board of Commissioners

All members of the Board of Commissioners must meet the requirements to have passed the fit and proper test in accordance with the provisions required by the regulator. As stated in the Financial Services Authority Regulation No. 27/POJK.03/2016 on Fit and Proper Test for Main Party of Financial Services Institutions, prospective members of the Board of Commissioners must obtain approval from the Financial Services Authority before carrying out their actions, duties, and functions as Board of Commissioners.

Nama Name	Jabatan Position	No. Surat Letter No.	Tanggal Lulus Uji Kemampuan dan Kepatutan Date of Passing the Fit and Proper Test	Penyelenggara Uji Kemampuan dan Kepatutan Organizers of Fit and Proper Test
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Surat Bank Indonesia No. 15/29/GBI/DPIP/Rahasia Letter of Bank Indonesia No. 15/29/GBI/DPIP/ Rahasia	12 Februari 2013 12 February 2013	Bank Indonesia
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	Surat Bank Indonesia No. 7/19/GBI/DPIP/Rahasia Letter of Bank Indonesia No. 7/19/GBI/DPIP/ Rahasia	15 Juni 2005 15 June 2005	Bank Indonesia

Nama Name	Jabatan Position	No. Surat Letter No.	Tanggal Lulus Uji Kemampuan dan Kepatutan Date of Passing the Fit and Proper Test	Penyelenggara Uji Kemampuan dan Kepatutan Organizers of Fit and Proper Test
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	Surat Bank Indonesia No. 7/19/GBI/DPIP/Rahasia Letter of Bank Indonesia No. 7/19/GBI/DPIP/Rahasia	15 Juni 2005 15 June 2005	Bank Indonesia
Elizawatie Simon**)	Komisaris Independen Independent Commissioner	Surat Otoritas Jasa Keuangan No. SR-57/PB.12/2019 Letter of Financial Services Authority No. SR-57/PB.12/2019	25 Februari 2019 25 February 2019	Otoritas Jasa Keuangan Financial Services Authority
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	Surat Otoritas Jasa Keuangan No. SR-57/PB.12/2019 Letter of Financial Services Authority No. SR-57/PB.12/2019	25 Februari 2019 25 February 2019	Otoritas Jasa Keuangan Financial Services Authority

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Kebijakan Keberagaman Komposisi Dewan Komisaris

Kebijakan keberagaman komposisi Dewan Komisaris mengacu pada ketentuan Otoritas Jasa Keuangan yang tercantum dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Bank Artha Graha Internasional senantiasa memegang erat prinsip diversitas yaitu dengan memberikan kesempatan yang sama bagi semua orang, tanpa memandang perbedaan etnik, agama, ras, kelas, dan gender guna mendukung efektivitas pelaksanaan tugas Dewan Komisaris.

Berikut uraian keberagaman Dewan Komisaris Bank Artha Graha Internasional mengenai usia, jenis kelamin, pengalaman kerja, serta pendidikan dan keahlian:

Diversity Policy of the Composition of Board of Commissioners

The diversity policy of the composition of Board of Commissioners refers to the provisions of Financial Services Authority, which are stated in the Attachment of Financial Services Authority Circular No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance for Public Company.

Bank Artha Graha Internasional always holds the principle of diversity by providing equal opportunities for all people, regardless of ethnic, religious, racial, class, and gender differences in order to support the effectiveness of duty implementation of the Board of Commissioners.

The following describes the diversity of the Board of Commissioners of Bank Artha Graha Internasional regarding age, gender, work experience, as well as education and expertise:

Keberagaman Komposisi Diversity in the Composition	Uraian Description	
Usia Age	Rata-rata usia Dewan Komisaris berada pada usia yang memungkinkan seseorang untuk terus bekerja dan berkarya, yaitu antara 59-72 tahun. The average age of members of Board of Commissioners allows them to continue working and achieving, which is between 59-72 years old.	Komposisi Dewan Komisaris telah memenuhi unsur keberagaman, yaitu perpaduan dari sisi usia, jenis kelamin, pengalaman kerja, serta pendidikan dan keahlian. The composition of Board of Commissioners has fulfilled the element of diversity, which is a combination of age, gender, work experience, as well as education and expertise.
Jenis Kelamin Gender	Perseroan memiliki 1 anggota Dewan Komisaris yang berjenis kelamin perempuan. There is only 1 female member of the Board of Commissioners.	
Pengalaman Kerja Work Experience	Pihak yang ditunjuk sebagai anggota Dewan Komisaris memiliki pengalaman di berbagai bidang, seperti militer, hukum, perbankan, konsultan *organization development*, dan asisten staf khusus presiden. Parties appointed as members of the Board of Commissioners have experience in various fields, such as military, law, banking, organization development consultant, and special assistant staff of the President.	
Pendidikan dan Keahlian Education and Expertise	Latar belakang pendidikan Dewan Komisaris beragam, mulai dari lulusan S1 hingga S2, dengan kompetensi di bidang Militer, Hukum, dan *Organization Development*. The educational background of the Board of Commissioners varies, ranging from bachelor to post graduate degree holders, with competencies in the fields of Military, Law and Organization Development.	

Hubungan Afiliasi Dewan Komisaris

Hubungan afiliasi antara anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali merupakan kriteria yang digunakan untuk mengukur independensi Dewan Komisaris melalui indikator sebagai berikut.

1. Hubungan afiliasi antara anggota Dewan Komisaris dan anggota Komisaris lainnya;
2. Hubungan afiliasi antara anggota Dewan Komisaris dan anggota Direksi;
3. Hubungan afiliasi antara anggota Dewan Komisaris dan Pemegang Saham Utama dan Pengendali.

Hubungan afiliasi yang dimiliki Dewan Komisaris Bank dikelola dengan baik agar tetap menunjang pelaksanaan tugas dan pengambilan keputusan yang bebas dari benturan kepentingan. Informasi terkait hubungan afiliasi yang dimiliki Dewan Komisaris Bank Artha Graha Internasional di tahun 2019 sebagai berikut.

Affiliation Relationship of Board of Commissioners

The affiliation relationship between members of Board of Commissioners, Board of Directors, and Main and Controlling Shareholders is the criteria used to measure the independence of the Board of Commissioners through the following indicators.

1. Affiliation relationship between a member of Board of Commissioners and other members of Board of Commissioners;
2. Affiliation relationship between members of Board of Commissioners and members of Board of Directors;
3. Affiliation relationship between members of Board of Commissioners and Main and Controlling Shareholders.

The affiliation relationship owned by the Bank's Board of Commissioners is well managed so that it will continue to support the implementation of duties and decision making that are free from conflict of interest. Information related to affiliation relationship owned by the Board of Commissioners of Bank Artha Graha Internasional in 2019 is as follows.

Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Relationship with			Hubungan Keluarga dengan Family Relationship with			Hubungan Kepemilikan dengan Ownership Relationship with		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	×	×	×	×	×	×	×	×	×
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	×	×	√	×	x	x	√	×	√
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	×	×	√	√	×	x	√	×	√
Elizawatie Simon**)	Komisaris Independen Independent Commissioner	×	×	×	×	×	×	×	×	×
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	×	×	×	×	×	×	×	×	×

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Komisaris Independen

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, Bank wajib memiliki Komisaris Independen paling sedikit 50% dari jumlah anggota Dewan Komisaris. Komisaris Independen yang dimaksud adalah anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lain, anggota Direksi, dan/atau Pemegang Saham Utama dan Pengendali, atau hubungan dengan Bank yang dapat memengaruhi kemampuan untuk bertindak independen.

Pada tahun 2019, Dewan Komisaris Bank Artha Graha Internasional berjumlah 5 orang anggota dengan 3 orang di antaranya sebagai Komisaris Independen. Hal ini berarti 50% dari Komisaris yang menjabat merupakan Komisaris Independen.

Independent Commissioner

Based on Financial Services Authority Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, the Bank must have Independent Commissioner at least 50% of the number of members of the Board of Commissioners. The Independent Commissioner is member of Board of Commissioners who does not have financial, management, ownership, and/or family relationship with other members of Board of Commissioners, members of Board of Directors, and/or Main and Controlling Shareholders, or relationship with the Bank that may affect the ability to act independently.

In 2019, the Board of Commissioners of Bank Artha Graha Internasional consisted of 5 members with 3 of them as Independent Commissioners. This means that 50% of the Commissioners served as Independent Commissioners.

Pernyataan Independensi Komisaris Independen

Independensi Komisaris Independen telah dibuktikan dengan dibuatnya surat pernyataan bahwa seluruh Komisaris Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga sampai dengan derajat kedua dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Utama dan Pengendali. Hal ini juga telah dilaksanakan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 Pasal 26, dimana Komisaris Independen menyatakan dalam RUPS mengenai independensi yang bersangkutan.

Statement of Independence of Independent Commissioner

The independence of the Independent Commissioner has been proven by making a statement that all Independent Commissioners do not have financial, management, share ownership, and/or family relationship up to the second degree with other members of Board of Commissioners, Board of Directors, and/or Main and Controlling Shareholders. This has also been carried out in accordance with Financial Services Authority Regulation No. 55/POJK.032016 Article 26, in which the Independent Commissioner states in the GMS regarding the independence concerned.

Rapat Dewan Komisaris

Board of Commissioners Meetings

Kebijakan Rapat

Rapat Dewan Komisaris Bank Artha Graha Internasional telah dibahas dalam Pedoman dan Tata Tertib Kerja Dewan Komisaris No. 0006.03.0. berdasarkan pedoman tersebut, Rapat Dewan Komisaris wajib diadakan paling kurang 1 kali dalam 2 bulan yang juga dihadiri oleh Direksi. Rapat ini juga dapat diadakan setiap waktu apabila dianggap perlu oleh salah satu anggota Komisaris atau permintaan dari Direksi.

Meeting Policy

Meeting of Board of Commissioners of Bank Artha Graha Internasional has been discussed in the Board Manual of Board of Commissioners No. 0006.03.0. based on the manual, the Board of Commissioners Meeting must be held at least once in 2 months which is also attended by the Board of Directors. This meeting can also be held at any time if deemed necessary by a member of Board of Commissioners or a request from Board of Directors.

Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris

Selama tahun 2019, Dewan Komisaris Bank Artha Graha Internasional telah melaksanakan rapat internal Dewan Komisaris sebanyak 12 kali, dan melaksanakan rapat dengan Direksi sebanyak 12 kali. Frekuensi kehadiran rapat internal Dewan Komisaris dan rapat dengan Direksi sebagai berikut.

Meeting Frequency and Attendance Level of Board of Commissioners

Throughout 2019, the Board of Commissioners of Bank Artha Graha Internasional held 12 internal meetings, and 12 meetings with the Board of Directors. The frequency and attendance level of Board of Commissioners internal meetings and meetings with the Board of Directors are as follows.

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen Commissioner/ Independent Commissioner	12	12	100.00
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	12	2	16.66
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	12	2	16.66
Elizawatie Simon**)	Komisaris Independen Independent Commissioner	12	10	83.33
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	12	12	100.00

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Agenda Rapat Dewan Komisaris serta Rapat dengan Direksi

Beberapa agenda utama pembahasan pada rapat Dewan Komisaris antara lain:

1. Memantau perkembangan keuangan bank dan realisasi rencana bisnis bank;
2. Perkembangan penyelesaian kredit bermasalah (NPL dan pra NPL);
3. Pelaksanaan komitmen Bank kepada Otoritas Jasa Keuangan;
4. Langkah-langkah peningkatan kualitas sumber daya manusia; dan
5. Langkah-langkah perbaikan profil risiko bank.

Rekomendasi Dewan Komisaris

Pada tahun 2019, Dewan Komisaris telah melaksanakan tugas pengawasan dengan memberikan beberapa rekomendasi antara lain:

1. Menyalurkan kredit lebih selektif dan *prudent* dengan memperhatikan mitigasi risiko yang melekat dari penyaluran kredit, dengan mengacu terhadap perubahan kondisi perekonomian dan keuangan nasional maupun global yang mempengaruhi kemampuan dari setiap sektor yang akan dibiayai;
2. Memantau secara ketat terhadap kredit bermasalah dan kredit yang berpotensi bermasalah;
3. Setiap rencana kerja bank harus memperhatikan *output* yang berdampak bagi Bank;
4. Pihak utama bank dan semua jajarannya harus memperhatikan dan melaksanakan prinsip kehati-hatian dalam meningkatkan kinerja Bank;
5. Menekankan *activity based bank*, sehingga dapat diketahui inti permasalahan sebenarnya dan memberikan rekomendasi;
6. Penguatan kapasitas dari *front liner* agar memahami dan meningkatkan skala *monitoring* secara lebih intensif terhadap nasabah/debitur Bank;
7. Melakukan *review job description* secara berkala berdasarkan struktur organisasi yang berlaku berkolerasi dengan KPI;
8. Pentingnya peningkatan pengetahuan dan kompetensi dari karyawan Bank, sesuai peta *Need Analysis Bank*;
9. Melaksanakan seluruh kegiatan Bank sesuai prinsip-prinsip GCG; dan
10. Perlunya meningkatkan fungsi pengawasan dari Satuan Pengawas Internal dalam rangka memonitoring pelaksanaan kegiatan perusahaan agar tetap dalam koridor peraturan dan ketentuan yang berlaku serta tidak terjadi pelanggaran yang akan membahayakan kelangsungan usaha Bank.

Agenda of Board of Commissioners Meetings and Meetings with Board of Directors

Some of the main agendas discussed at the Board of Commissioners meetings include:

1. Monitoring the Bank's financial developments and realization of the Bank's business plans;
2. Discussing settlement of non-performing loans (NPL and Pre NPL);
3. Implementation of the Bank's Commitments to the Financial Services Authority;
4. Discussion and steps to improve human resources quality; and
5. Discussion and steps to improve the Bank's risk profile.

Recommendation of Board of Commissioners

In 2019, the Board of Commissioners carried out its supervisory duties by providing several recommendations among others:

1. Disbursing loans more selectively and prudently by paying attention to the inherent risk mitigation of lending, with reference to changes in national and global economic and financial conditions that affect the ability of each sector to be financed;
2. Closely monitoring non-performing loans and potential non-performing loans;
3. Every work plan of the Bank must pay attention to outputs that have an impact on the Bank;
4. The Bank's main party and all of its ranks must pay attention and implement the prudential principle in improving the Bank's performance;
5. Emphasizing "Activity Based Bank", so that the real core problems can be identified and recommendations can be provided;
6. Strengthening the capacity of the front liner in order to understand and increase the monitoring scale more intensively for the Bank's customers/debtors;
7. Reviewing job description regularly based on the applicable organizational structure in correlation with KPI;
8. Increasing knowledge and competence of Bank employees, according to the "Bank's Need Analysis" map;
9. Ensuring that all activities of the Bank are in accordance with the GCG principles; and
10. The necessity to improve the supervisory function of the Internal Supervisory Unit in the framework of monitoring the implementation of Company activities so that they remain in the corridor of the applicable provisions and regulations and that there are no violations that will endanger the Bank's business continuity.

Keputusan Dewan Komisaris

Selama tahun 2019, Dewan Komisaris Bank Artha Graha Internasional telah mengambil beberapa keputusan yaitu:

1. Menunjuk Bapak Kiki Syahnakri selaku Komisaris Utama untuk memimpin RUPS;
2. Menunjuk Kantor Akuntan Publik Kanaka Puradiredja, Suharsono sebagai kantor akuntan dan/atau kantor akuntan publik yang akan mengaudit buku buku Bank untuk tahun buku yang berakhir tanggal 31 Desember 2019;
3. Menerima Rencana Bisnis Bank untuk tahun 2020-2022; dan
4. Perubahan susunan anggota Komite Audit, anggota Komite Pemantau Risiko, dan anggota Komite Remunerasi dan Nominasi.

Program Orientasi bagi Komisaris Baru

Bank Artha Graha Internasional memiliki program orientasi yang wajib diikuti oleh anggota Dewan Komisaris baru. Hal ini bertujuan untuk memberikan masukan kepada pihak terkait agar mendapatkan pemahaman lebih tentang Bank guna mendukung pelaksanaan tugas dan tanggung jawab.

Pengembangan Kompetensi Dewan Komisaris

Pada tahun 2019, Dewan Komisaris telah mengikuti beberapa program peningkatan kompetensi. Program yang diikuti meliputi pelatihan, *workshop*, konferensi, dan seminar, sebagaimana dijelaskan pada tabel berikut.

Decision of the Board of Commissioners

Throughout 2019, the Board of Commissioners of Bank Artha Graha Internasional made several decisions, which were:

1. Appointing Mr. Kiki Syahnakri as the president commissioner to chair the GMS;
2. Appointing the Public Accountant Firm Kanaka Puradiredja, Suharsono as the accountant firm and/or public accountant firm that will audit the Bank's books for the fiscal year ending on 31 December 2019;
3. Accepting the Bank's Business Plan for 2020-2022; and
4. Changes in the composition of members of Audit Committee, members of Risk Monitoring Committee, and members of Remuneration and Nomination Committee.

Orientation Program for New Commissioner

Bank Artha Graha Internasional has an orientation program that must be attended by new members of the Board of Commissioners. This program aims to provide inputs to related parties in order to gain a better understanding of the Bank in order to support the implementation of duties and responsibilities.

Competence Development of the Board of Commissioners

In 2019, the Board of Commissioners participated in several competency development programs. The programs attended included trainings, workshops, conferences, and seminars, as explained in the following table.

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	-	-	-
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	-	-	-
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	-	-	-

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Elizawatie Simon**)	Komisaris Independen Independent Commissioner	Sosialisasi *National Risk Assessment* Dissemination of National Risk Assessment	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) Financial Transaction Reporting and Analysis Center (PPATK)	27 Maret 2019 27 March 2019
		Sosialisasi Tampak Siring Dissemination of Tampak Siring	Internal	29 Maret 2019 29 March 2019
		Sosialisasi *Anti Fraud* Dissemination of Anti Fraud	Internal	7 Mei 2019 7 May 2019
		Uji Kelayakan Kepatutan dan Peninjauan Kembali Pihak Utama Due Diligence and Review of Main Party	Risk Management Guard	9-10 Oktober 2019 9-10 October 2019
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	Sosialisasi *Anti Fraud* Dissemination of Anti Fraud	Internal	7 Mei 2019 7 May 2019
		Memahami dan Menghindari Tipibank Dalam Proses Kredit/ Pembiayaan Understanding and Avoiding Banking Criminal Act in Credit/Financing Process	PERBANAS Institute	11 Juli 2019 11 July 2019
		Sosialisasi Uji Kelayakan Kepatutan dan Peninjauan Kembali Pihak Utama Dissemination of Due Diligence and Review of Main Party	Internal	4 November 2019 4 November 2019
		Workshop Kontrol: Banking Crime and Mitigation, Empowering Control to Minimize Fraud Workshop of Control: Banking Crime and Mitigation, Empowering Control to Minimize Fraud	Asanka Kreasi Mandiri	31 Oktober-3 November 2019 31 October-3 November 2019

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Sertifikasi Manajemen Risiko

Berdasarkan Peraturan Bank Indonesia No. 11/19/PBI/2009 tentang Sertifikasi Manajemen Risiko bagi Pengurus dan Penjabat Bank Umum, Dewan Komisaris Bank wajib memiliki Sertifikat Manajemen Risiko minimal tingkat 4 dan 5. Sertifikat tersebut menjadi salah satu indikator dalam penilaian *fit and proper test* yang harus dijalani oleh Dewan Komisaris yang akan menjabat.

Pada tahun 2019, Dewan Komisaris yang telah lulus sertifikasi manajemen risiko sebagai berikut.

Risk Management Certification

Based of Bank Indonesia Regulation No. 11/19/PBI/2009 on Risk Management Certification for Managers and Officers of Commercial Banks, the Bank's Board of Commissioners must have Risk Management Certificate of at least level 4 and 5. The certificate is one of the indicators in the fit and proper test assessment that must be undertaken by the Board of Commissioners who will serve.

In 2019, members of Board of Commissioners who passed the risk management certification were as follows.

Nama Name	Jabatan Position	Sertifikasi Manajemen Risiko Risk Management Certification	Penyelenggara Organizer
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Level 2	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)
Tomy Winata	Wakil Komisaris Utama Vice President Commissioner	-	-
Sugianto Kusuma	Wakil Komisaris Utama Vice President Commissioner	-	-
Elizawatie Simon**)	Komisaris Independen Independent Commissioner	Level 5	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)

Nama Name	Jabatan Position	Sertifikasi Manajemen Risiko Risk Management Certification	Penyelenggara Organizer
Nicolaus Eko Riwayanto	Komisaris Independen Independent Commissioner	Level 2	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Penilaian Kinerja Dewan Komisaris

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Pelaksanaan penilaian kinerja Dewan Komisaris Bank Artha Graha Internasional dilaksanakan secara berkala yaitu 1 kali dalam 1 tahun.

Kriteria Penilaian Kinerja Dewan Komisaris

Kriteria penilaian kinerja Dewan Komisaris Bank berdasar pada indikator pencapaian target dalam rencana bisnis bank (RBB), khususnya dalam pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi. Kriteria lainnya yaitu sesuai kriteria *self assessment* GCG untuk aspek Dewan Komisaris yang mencakup 16 indikator *governance structure*, 17 indikator *governance process*, dan 6 indikator *governance outcome*, sebagaimana telah diatur dalam Lampiran III Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum.

Hasil Penilaian Kinerja Dewan Komisaris

Selama periode 2019, hasil penilaian terhadap kinerja Dewan Komisaris Bank Artha Graha Internasional telah menunjukkan hasil yang baik dan telah memenuhi indikator penilaian yang ditetapkan.

Penilaian Kinerja Komite di Bawah Dewan Komisaris dan Dasar Penilaiannya

Bentuk pengawasan Dewan Komisaris yaitu melakukan penilaian kinerja terhadap komite-komite di bawah Dewan Komisaris yang dilakukan secara berkala. Hal ini bertujuan untuk mengukur pelaksanaan tujuan yang telah ditetapkan.

Performance Assessment of Board of Commissioners

Procedure of Assessing Board of Commissioners' Performance

The performance assessment of the Board of Commissioners of Bank Artha Graha Internasional is carried out periodically, which is 1 time in 1 year.

Board of Commissioners Performance Assessment Criteria

The criteria to assess the performance of the Bank's Board of Commissioners are based on indicators of target achievements in the bank's business plan (RBB), specifically in the implementation of supervisory function and providing advice to the Board of Directors. Other criteria are in accordance with GCG self-assessment criteria for aspects of Board of Commissioners, which include 16 indicators of governance structure, 17 indicators of governance process, and 6 indicators of governance outcomes, as set out in Appendix III of the Financial Services Authority Circular No. 13/SEOJK.03/2017 on Governance Implementation for Commercial Bank.

Board of Commissioners' Performance Assessment Results

During the 2019 period, the performance assessment results of the Board of Commissioners of Bank Artha Graha Internasional showed good results and fulfilled the established assessment indicators.

Performance Assessment of Committees Under the Board of Commissioners and the Basis of Assessment

The form of Board of Commissioners' supervision is by performing periodic performance assessment of the committees under the Board of Commissioners. This aims to measure the implementation of the stated objectives.

Pada tahun 2019, hasil penilaian kinerja komite-komite tersebut dijelaskan sebagai berikut.

In 2019, the performance assessment results of such committees are explained as follows.

Uraian Description	Dasar Penilaian Basis of Assessment	Penilaian Kinerja Performance Assessment
Komite Audit Audit Committee	a. Kehadiran dalam rapat Komite; b. Penguasaan materi yang akan dibahas; c. Kesanggupan dalam menyediakan waktu serta upaya pemenuhan tugas dan tanggung jawab sebagai anggota Komite; d. Kualitas dan saran yang diberikan dalam rapat-rapat; e. Terlaksananya pemantauan dan evaluasi, baik secara berkala maupun tahunan, atas hal-hal yang menjadi bidang tugas dan tanggung jawab masing-masing Komite; f. Pemantauan dan koreksi penyimpangan; dan g. Terlaksananya pemantauan dan evaluasi terhadap divisi/unit yang terkait dengan bidang tugas dan tanggung jawab masing-masing komite. a. Attendance in Committee's meetings; b. Mastering materials to be discussed; c. Ability to provide time and effort to fulfill duties and responsibilities as a member of the Committee; d. Quality advice given in the meetings; e. Implementation of monitoring and evaluation, whether periodically or annually, of matters that become the duties and responsibilities of each Committee; f. Monitoring and correction of deviations; and g. Implementation of monitoring and evaluation to the division/unit related to the duties and responsibilities of each Committee.	Telah melaksanakan tugas dan tanggung jawabnya dalam memantau dan mengevaluasi perencanaan dan pelaksanaan audit. Dengan demikian, Dewan Komisaris menilai kinerja Komite Audit di tahun 2019 telah efektif. Has performed the duties and responsibilities in monitoring and evaluating the planning and execution of audit. Therefore, the Board of Commissioners considers that the performance of Audit Committee in 2019 has been effective.
Komite Pemantau Risiko Risk Monitoring Committee		Telah membantu Dewan Komisaris dalam mengevaluasi, mengkaji hal-hal yang berhubungan dengan risiko, serta memberikan arahan dan saran dalam pengembangan manajemen risiko di Bank. Dewan Komisaris menyimpulkan bahwa Komite Pemantau Risiko telah berhasil melakukan tugas dan tanggung jawabnya di tahun 2019. Has assisted the Board of Commissioners in evaluating, reviewing matters related to risks, as well as providing direction and advice in developing the risk management at the Bank. The Board of Commissioners concludes that the Risk Monitoring Committee successfully performed its duties and responsibilities in 2019.
Komite Remunerasi dan Nominasi Remuneration and Nomination Committee		Telah membantu Dewan Komisaris dalam memberi usulan terkait sistem dan kebijakan remunerasi yang sesuai bagi Dewan Komisaris dan Direksi. Dewan Komisaris menghargai kinerja yang baik dan efektif di tahun 2019. Has assisted the Board of Commissioners in providing proposals related to remuneration system and policy that are appropriate for the Board of Commissioners and Board of Directors. The Board of Commissioners appreciates the good and effective performance in 2019.

Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Ketentuan terkait pengunduran diri dan pemberhentian Dewan Komisaris Bank Artha Graha Internasional telah diatur dalam Pedoman dan Tata Tertib Kerja Dewan Komisaris yang dijelaskan sebagai berikut.

1. Seorang anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya dan wajib menyampaikan permohonan pengunduran diri kepada Bank mengenai maksud tersebut sedikitnya 90 hari sebelum tanggal pengunduran dirinya;
2. Bank wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Dewan Komisaris dalam jangka waktu paling lambat 90 hari setelah diterimanya surat pengunduran diri tersebut. Dewan Komisaris yang mengundurkan diri tetap dapat dimintakan pertanggungjawabannya sejak tanggal pengangkatan sampai dengan pengunduran dirinya dalam RUPS. Bank wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada Otoritas Jasa Keuangan terkait pengunduran diri sesuai dengan peraturan perundang-undangan yang berlaku di pasar modal; serta

Mechanism of Resignation and Dismissal of Board of Commissioners

Provisions related to the resignation and dismissal of the Board of Commissioners of Bank Artha Graha Internasional have been regulated in the Board Manual of Board of Commissioners, which are explained as follows.

1. A member of the Board of Commissioners has the right to resign from the position and must submit a request for resignation to the Bank regarding this intention at least 90 days before the resignation date;
2. The Bank must hold a GMS to resolve on the request for resignation of a member of the Board of Commissioners within a period of no later than 90 days after receiving the resignation letter. The Board of Commissioners who resigns can still be held accountable from the appointment date to resignation date at the GMS. The Bank must disclose this information to the public and submit it to the Financial Services Authority related to the resignation, in accordance with the applicable laws and regulations in the capital market; and

3. Masa jabatan anggota Dewan Komisaris akan berakhir dengan sendirinya apabila anggota Dewan Komisaris tersebut:
   a. Mengundurkan diri dengan pemberitahuan secara tertulis;
   b. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku;
   c. Meninggal dunia;
   d. Diberhentikan berdasarkan keputusan RUPS; dan
   e. Dinyatakan pailit atau berada di bawah pengampuan berdasarkan suatu penetapan pengadilan.

Komite di Bawah Dewan Komisaris

Dalam memenuhi pelaksanaan tugas dan tanggung jawab, Dewan Komisaris membentuk organ pendukung yang disesuaikan dengan tingkat kebutuhan Dewan Komisaris dan kompleksitas usaha Bank. Organ pendukung Dewan Komisaris terdiri dari Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi. Uraian terkait organ pendukung tersebut dijelaskan sebagai berikut.

Komite Audit

Komite Audit bertugas untuk membantu dan mendukung Dewan Komisaris dalam menjalankan tugas dan fungsi pengawasan atas hal-hal yang berhubungan dengan informasi keuangan, sistem pengendalian internal, serta efektivitas pemeriksaan oleh auditor eksternal dan internal.

Dasar Pembentukan Komite Audit

Dasar pembentukan Komite Audit Bank Artha Graha Internasional mengacu pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Pedoman dan Tata Tertib Kerja Komite Audit

Dalam menjalankan perannya, Komite Audit berpedoman pada Pedoman dan Tata Tertib Kerja Komite Audit No. 0003.02.0 tanggal 9 Desember 2016. Isi pedoman dan tata tertib kerja Komite Audit antara lain meliputi ketentuan umum yang mencakup:

1. Keanggotaan;
2. Tugas dan tanggung jawab;
3. Wewenang;
4. Piagam Komite Audit;
5. Penyelenggaraan rapat; dan
6. Pelaporan.

3. The term of office of a member of Board of Commissioners will end automatically if the member of Board of Commissioners:
   a. Resigns with written notice;
   b. No longer meets the requirements of the applicable laws and regulations;
   c. Passes away;
   d. Is dismissed based on the GMS resolution; and
   e. Is declared bankrupt or is placed under custody based on a court verdict.

Committees Under the Board of Commissioners

In order to meet its duties and responsibilities, the Board of Commissioners establishes the supporting organs that are adjusted to the level of needs of the Board of Commissioners and the Bank's business complexity. The Board of Commissioners' supporting organs consist of Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee. Description of the supporting organs is explained below.

Audit Committee

The Audit Committee has the duty to assist and support the Board of Commissioners in carrying out its supervisory duties and functions on matters relating to financial information, internal control system, and effectiveness of audits performed by external and internal auditors.

Basis of Establishment of Audit Committee

Basis of establishment of Audit Committee of Bank Artha Graha Internasional refers to the Financial Services Authority Regulation No. 55/POJK.04/2015 on Establishment and Guidelines of Work Implementation of Audit Committee.

Guidelines and Work Conduct of Audit Committee

In conducting its roles, the Audit Committee refers to the Audit Committee's Guidelines and Work Conduct No. 0003.02.0 dated 9 December 2016. The contents of the Audit Committee's guidelines and work conduct among others include the general provisions as follows:

1. Membership;
2. Duties and responsibilities;
3. Authority;
4. Audit Committee Charter;
5. Meeting; and
6. Reporting.

Tugas dan Tanggung Jawab Komite Audit

Komite Audit memiliki tugas dan tanggung jawab sebagai berikut.

1. Melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit, serta pemantauan atas tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian internal termasuk kecukupan proses pelaporan keuangan;
2. Memberikan pendapat profesional yang independen kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris dan Komite Audit, serta mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris; dan
3. Komite Audit bertanggung jawab kepada Dewan Komisaris atas pelaksanaan tugas yang telah ditentukan dan melaporkan kepada Dewan Komisaris secara berkala atau insidental apabila terdapat hal-hal penting yang dapat mengganggu jalannya Bank.

Komite Audit juga memiliki tugas dan tanggung jawab atas pemantauan serta evaluasi pada:

1. Pelaksanaan tugas Satuan Pengawas Internal (Satuan Kerja Audit Internal, Kontrol, dan Kepatuhan);
2. Kesesuaian pelaksanaan audit oleh kantor akuntan publik dengan standar audit yang berlaku; dan
3. Kesesuaian laporan keuangan dengan standar akuntansi yang berlaku.

Wewenang Komite Audit

Dalam melaksanakan tugasnya, Komite Audit memiliki wewenang sebagai berikut.

1. Mengakses dokumen, data, dan informasi Bank tentang karyawan, dana, aset, serta sumber daya Bank yang diperlukan;
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntan terkait tugas dan tanggung jawab Komite Audit;
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan);
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Struktur Keanggotaan dan Keahlian Komite Audit

Komposisi struktur Komite Audit wajib memperhatikan indikator berikut.

1. Komite Audit paling sedikit terdiri dari 3 orang anggota yang berasal dari Komisaris Independen dan pihak dari luar perusahaan;
2. Anggota Komite Audit sekurang-kurangnya terdiri dari:
   a. 1 orang Komisaris Independen sebagai ketua merangkap anggota;

Duties and Responsibilities of Audit Committee

The Audit Committee has duties and responsibilities as follows.

1. Conducting monitoring and evaluation on the planning and implementation of audits, and monitoring the follow-up of audit result in order to assess the adequacy of internal control, including the adequacy of financial reporting process;
2. Providing professional and independent opinion to the Board of Commissioners on reports or matters delivered by the Board of Directors to the Board of Commissioners and Audit Committee, and identifying matters that need attention from the Board of Commissioners; and
3. The Audit Committee is responsible to the Board of Commissioners for carrying out the assigned duties and reports periodically or incidentally to the Board of Commissioners in the event that there are important matters that can interfere with the Bank's operations.

The Audit Committee also has duties and responsibilities for monitoring and evaluation on:

1. The duty implementation of the Internal Supervisory Units (Internal Audit, Control, and Compliance Work Units);
2. The conformity of the audit conducted by the Public Accountant Firm with the applicable auditing standards; and
3. The conformity of financial statements with the applicable accounting standards.

Authority of Audit Committee

In conducting its duties, the Audit Committee has the following authority.

1. Accessing the Bank's document, data, and information about the Bank's employees, funds, assets, and resources required;
2. Communicating directly with employees, including Board of Directors and parties executing functions of internal audit, risk management, and accountant, related to the duties and responsibilities of the Audit Committee;
3. Involving independent parties aside from the Audit Committee members that are required to assist its duty implementation (if necessary);
4. Performing other authority assigned by the Board of Commissioners.

Structure, Composition, and Expertise of Audit Committee

The composition and structure of Audit Committee must pay attention to the following indicators.

1. The Audit Committee shall at least have three members who are Independent Commissioners and external party;

2. Members of Audit Committee shall at least consist of:
   a. 1 Independent Commissioner as the Chair concurrently as Member;

b. 1 orang pihak independen yang memiliki keahlian di bidang keuangan atau akuntansi; dan
c. 1 orang pihak independen yang memiliki keahlian di bidang hukum atau perbankan.

Berikut komposisi struktur Komite Audit Bank Artha Graha Internasional pada tahun 2019.

b. 1 Independent Party with expertise in finance or accounting field; and
c. 1 Independent Party with expertise in legal or banking.

Below is the composition of Bank Artha Graha Internasional's Audit Committee in 2019.

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Kiki Syahnakri	Ketua Komite Audit Chair of Audit Committee	Komisaris Independen Independent Commissioner	Perbankan Banking
Nicolaus Eko Riwayanto	Anggota Komite Audit Member of Audit Committee	Komisaris Independen Independent Commissioner	Organizational Development
Edijanto	Anggota Komite Audit Member of Audit Committee	Pihak Independen Independent Party	Akuntansi Keuangan dan Perbankan Financial Accounting and Banking
Inge S Purwita***)	Anggota Komite Audit Member of Audit Committee	Pihak Independen Independent Party	Akuntansi Accounting

***) Menjabat sampai 26 Agustus 2019. / In office until 26 August 2019.

Profil Komite Audit

Kiki Syahnakri
Ketua Komite Audit

Beliau menjabat sebagai Ketua Komite Audit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2132/VII/18 tanggal 3 Juli 2018 (2018-26 Agustus 2019) dan diangkat kembali berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/560/VIII/19 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Nicolaus Eko Riwayanto
Anggota Komite Audit

Beliau menjabat sebagai anggota Komite Audit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2134/VII/18 tanggal 3 Juli 2018 (2018-26 Agustus 2019) dan diangkat kembali berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/561/VIII/19 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Edijanto
Anggota Komite Audit

Warga Negara Indonesia, 60 tahun, berdomisili di Jakarta. Beliau menjabat sebagai anggota Komite Audit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2133/VII/18 tanggal 3 Juli 2018 (2018-26 Agustus 2019)

Profile of Audit Committee

Kiki Syahnakri
Chair of Audit Committee

He has been the Chair of Audit Committee since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2132/VII/18 dated 3 July 2018 (2018-26 August 2019) and was reappointed based on the Board of Directors' Decision Letter No. SK-MT/SDM/560/VIII/19 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

Nicolaus Eko Riwayanto
Member of Audit Committee

He has been a member of Audit Committee since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2134/VII/18 dated 3 July 2018 (2018-26 August 2019) and was reappointed based on the Board of Directors' Decision Letter No. SK-MT/SDM/561/VIII/19 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

Edijanto
Member of Audit Committee

Indonesian citizen, 60 years old, domiciled in Jakarta. He has been a member of Audit Committee since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2133/VII/18 dated 3 July 2018 (2018-26 August 2019) and was

dan diangkat kembali berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/563/VIII/19 tanggal 26 Agustus 2019 (2019-2021). Beliau telah memiliki Sertifikasi Manajemen Risiko Level 2 dari Lembaga Sertifikasi Profesi Perbankan.

Meraih gelar *Bachelor of Science* dari University of Maryland pada tahun 1983 dan *Master of Science* dari American University pada tahun 1986. Sebelumnya, beliau berkarir sebagai *Accountant/Auditor* di William Ten CPA Film-Baltimore MD, USA (1985-1987), *Controller* Richard Leahly Corporation-Silverspring, USA (1987-1992), *Accounting Division Head* PT Gudang Garam Tbk (1992-2000), *Director Finance* PT Gudang Garam Tbk (2003-2008), *Director of General Affairs and Human Resources* PT Gudang Garam Tbk (2008-2009), *Director of Marketing* PT Gudang Garam Tbk (2009-2012), dan Komisaris Independen Bank Artha Graha Internasional (2013-2019).

Inge S Purwita***)

Anggota Komite Audit

Warga Negara Indonesia, 61 tahun, berdomisili di Jakarta. Beliau menjabat sebagai anggota Komite Audit berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2135/VII/18 tanggal 3 Juli 2018 (2018-26 Agustus 2019).

Beliau meraih gelar Sarjana Ekonomi jurusan Akuntansi dari Universitas Trisakti pada tahun 1984. Sebelumnya, beliau berkarier sebagai Direktur Pemasaran & SDM PT Bank Arta Pratama (1998-1999), Direktur *Consumer Banking* PT Bank Artha Graha (1999-2004), Komisaris PT Bank Artha Graha (2004-2005), dan Komisaris Independen Bank Artha Graha Internasional (2005-2012).

***) Menjabat sampai 26 Agustus 2019.

Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit

Seluruh anggota Komite Audit telah memiliki kualifikasi pendidikan dan pengalaman kerja yang dipersyaratkan. Kualifikasi pendidikan dan pengalaman kerja tersebut dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dan Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

reappointed based on the Board of Directors' Decision Letter No. SK-MT/SDM/563/VIII/19 dated 26 August 2019 (2019-2021). He already has Level 2 Risk Management Certification from Banking Professional Certification Institute.

He earned his Bachelor of Science from University of Maryland in 1983 and Master of Science from the American University in 1986. He previously worked as an Accountant/Auditor of William Ten CPA Film-Baltimore MD, USA (1985–1987), Controller of Richard Leahy Corporation-Silver Spring, USA (1987–1992), Accounting Division Head of PT Gudang Garam Tbk (1992–2000), Finance Director of PT Gudang Garam Tbk (2003–2008), General Affairs and Human Resources Director of PT Gudang Garam Tbk (2008–2009), Marketing Director of PT Gudang Garam Tbk (2009–2012), and Independent Commissioner of Bank Artha Graha Internasional (2013-2019).

Inge S Purwita***)

Member of Audit Committee

Indonesian citizen, 61 years old, domiciled in Jakarta. She is a member of Audit Committee based on the Board of Directors' Decision Letter No. SK-MT/SDM/2135/VII/18 dated 3 July 2018 (2018-26 August 2019).

She earned her Bachelor's degree of Economic majoring in Accounting from Trisakti University in 1984. Previously, she had careers as Marketing & HR Director of PT Bank Arta Pratama (1998-1999), Consumer Banking Director of PT Bank Artha Graha (1999-2004), Commissioner of PT Bank Artha Graha (2004-2005), and Independent Commissioner of Bank Artha Graha Internasional (2005-2012).

***) In office until 26 August 2019.

Educational Qualification and Work Experience of Audit Committee

All members of Audit Committee have the required educational qualifications and work experience. The educational qualifications and work experience can be seen in the Board of Commissioners Profile in the Company Profile Chapter and Audit Committee in the Corporate Governance Chapter of this Annual Report.

Independensi dan Hubungan Afiliasi Komite Audit

Dalam menjalankan tugas dan tanggung jawabnya, Komite Audit bertindak secara independen dan tidak menerima/melakukan intervensi dari/kepada pihak lainnya, serta telah memenuhi persyaratan dan ketentuan yang telah ditetapkan oleh Bank Indonesia maupun Otoritas Jasa Keuangan. Kriteria yang harus dipenuhi oleh Komite Audit Bank di antaranya:

1. Bukan merupakan orang dalam kantor akuntan publik yang memberikan jasa audit dan non-audit pada Bank Artha Graha Internasional dalam 1 tahun terakhir sebelum diangkat sebagai anggota Komite Audit;
2. Tidak memiliki saham Bank Artha Graha Internasional, baik langsung maupun tidak langsung;
3. Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali Bank Artha Graha Internasional; dan
4. Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung dengan Bank Artha Graha Internasional.

Independence and Affiliation Relationship of the Audit Committee

In carrying out its duties and responsibilities, the Audit Committee acts independently and does not accept/intervene from/to other parties, and has fulfilled the requirements and conditions set by Bank Indonesia and Financial Services Authority. Criteria that must be met by the Bank's Audit Committee among others:

1. Is not a person in a public accountant firm that provides audit and non-audit services to Bank Artha Graha Internasional in the last 1 year before being appointed as a member of Audit Committee;
2. Does not own Bank Artha Graha Internasional's shares, either directly or indirectly;
3. Does not have affiliation relationship with the Board of Commissioners, Board of Directors, as well as Main and Controlling Shareholders of Bank Artha Graha Internasional; and
4. Does not have a business relationship, either directly or indirectly with Bank Artha Graha Internasional.

Aspek Independensi dan Hubungan Afiliasi Independency Aspect and Affiliation Relationship	Kiki Syahnakri	Nicolaus Eko Riwayanto	Edijanto	Inge S Purwita***)
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit. Does not have family relationship with the Board of Commissioners, Board of Directors, and/or among members of Audit Committee.	√	√	√	√
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di Bank Artha Graha Internasional. Does not have share ownership relationship in Bank Artha Graha Internasional.	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan pejabat pemerintah daerah. Does not hold a position as administrator of political party and regional government official.	√	√	√	√

***) Menjabat sampai 26 Agustus 2019. / In office until 26 August 2019.

Program Kerja dan Realisasi Tugas Komite Audit

Komite Audit telah melaksanakan program kerja yang tercantum dalam pedoman. Berikut realisasi kegiatan program kerja Komite Audit pada tahun 2019.

Audit Committee's Work Program and Duty Realization

The Audit Committee has implemented the work program outlined in the guidelines. Below is the realization of work program of Audit Committee in 2019.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan oleh Bank Reviewing the financial information that will be published by the Bank	Berdasarkan hasil pemantauan terhadap pos-pos dalam laporan keuangan, yang menjadi perhatian adalah semakin meningkatnya NPL *Gross*. Hal ini dikarenakan banyaknya kredit bermasalah yang belum dapat diselesaikan. Based on the results of monitoring the items in the financial statements, the item that increasingly needs attention is the Gross NPL. This is due to many non-performing loans that were not yet settled.
Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Bank Reviewing the adherence to the applicable laws and regulations related to the Bank's activities	Berdasarkan hasil penelaahan terhadap aktivitas yang dilakukan oleh Bank, tidak terdapat pelanggaran/penyimpangan terhadap ketentuan internal ataupun ketentuan eksternal yang berlaku, baik ketentuan Bank Indonesia, Otoritas Jasa Keuangan, maupun perundang-undangan lainnya. Semua aktivitas Bank dilaksanakan secara sehat dan aman berdasarkan prinsip kehati-hatian. Based on the results of review on activities conducted by the Bank, there were no violations/deviations against the applicable internal or external provisions, either provisions of Bank Indonesia, Financial Services Authority, or other laws and regulations. All of the Bank's activities are conducted in a sound and safe manner, based on the prudential principles.
Melakukan evaluasi terhadap pelaksanaan pemberian jasa informasi keuangan oleh akuntan publik atau kantor akuntan publik Evaluating the financial information services provided by public accountant or public accountant firm	Komite Audit telah menyampaikan Laporan Hasil Evalusi atas pelaksanaan pemberian jasa audit oleh KAP untuk tahun buku berakhir 31 Desember 2018 kepada Otoritas Jasa Keuangan sesuai dengan Surat Bank No. SK/001/KA/VI/2019 tanggal 19 Juni 2019 tentang Laporan Hasil Evaluasi terhadap Pelaksanaan Pemberian Jasa Audit atas Informasi Keuangan PT Bank Artha Graha Internasional Tbk oleh KAP Kanaka Puradireja, Suhartono. Dalam melaksanakan jasa audit tahun buku 2018, KAP Kanaka Puradireja, Suhartono tidak terjadi perbedaan pendapat antara Manajemen dengan KAP. The Audit Committee has submitted the Evaluation Report (LHE) of the provision of audit services by KAP for the fiscal year ending on 31 December 2018 to the Financial Services Authority in accordance with the Bank's Letter No. SK/001/KA/VI/2019 dated 19 June 2019 on Evaluation Report (LHE) of the Provision of Audit Services of Financial Information of PT Bank Artha Graha Internasional Tbk by KAP Kanaka Puradireja, Suhartono. In providing the audit services for the 2018 fiscal year by KAP Kanaka Puradireja, Suhartono, there was no dissenting opinion between the Management and KAP.
Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan publik atau kantor akuntan publik yang berdasar pada independensi Providing recommendation to the Board of Commissioners on the appointment of Public Accountant or Public Accountant Firm based on independence	Komite Audit telah memberikan rekomendasi kepada Dewan Komisaris untuk penunjukan akuntan publik atau KAP yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa, bahwa Komite Audit tetap merekomendasikan KAP Kanaka Puradireja, Suharsono untuk melaksanakan jasa audit atas informasi keuangan PT Bank Artha Graha Internasional Tbk tahun buku yang berakhir pada 31 Desember 2019, sesuai Surat Rekomendasi No. SK/KA/004/XII/2019 tanggal 9 Desember 2019. The Audit Committee has provided recommendations to the Board of Commissioners for the appointment of public accountant or KAP based on independence, assignment scope, and services compensation, that the Audit Committee still recommends KAP Kanaka Puradireja, Suharsono to carry out audit services on the financial information of PT Bank Artha Graha Internasional Tbk for the fiscal year ending on 31 December 2019, in accordance with Recommendation Letter No. SK/KA/004/XII/2019 dated 9 December 2019.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal Reviewing the audit conducted by Internal Auditor and supervising the follow up conducted by the Board of Directors on the Internal Auditor findings	• Sehubungan telah disetujuinya IT *Outsourcing*, dapat dilakukan audit tersebut khususnya terhadap keamanan data Bank yang dilakukan oleh pihak penyelenggara *outsourcing* tersebut; • Sosialisasi *anti fraud* dilakukan untuk memastikan bahwa karyawan benar memahami dan mengerti hal-hal yang harus dilakukan dalam mencegah terjadinya *fraud* dan harus memastikan *awareness* atas pemahaman tersebut; • Progres tindaklanjut terhadap temuan-temuan yang terjadi untuk dilakukan pembahasan dengan pihak-pihak terkait untuk mencari solusi penyelesaian, sehingga temuan-temuan tersebut tidak terulang kembali; • Terhadap temuan yang masih dalam proses, terus dilakukan pemantauan progres penyelesaiannya; • Meningkatkan pengawasan dan pengendalian intern pada seluruh aktivitas operasional di setiap kantor bank untuk meminimalkan terjadinya pelanggaran pada operasional mengingat terdapat peningkatan jumlah *fraud* internal; • Progres perbaikan pada sistem terus dilakukan pemantauan dan pemeriksaan secara periodik untuk memastikan sistem tersebut telah berjalan dengan baik; • Perbaikan pengaturan untuk blokir rekening sudah dilakukan secara otomatis melalui sistem, sehingga tidak bisa terdebet ketika tidak ada setoran angsuran oleh debitur. Satuan Pengawas Internal dapat memastikan ketika implementasi tersebut sudah berjalan dan tidak ditemukan lagi hal yang sama; • Penilaian SKAI terhadap cabang berdasarkan *Risk Based Audit* yang tertuang dalam Prosedur Pedoman Pemeriksaan Intern (PPI) untuk di tinjau kembali; • Temuan hasil tinjauan kepatuhan terhadap permohonan kredit debitur baru untuk dokumen yang belum dilengkapi segera dilengkapi dokumen-dokumen dimaksud, sehingga tidak ada lagi yang masih dalam proses; dan • Dalam mencegah terjadi penyalahgunaan atas pengunaan aplikasi, segera menjalankan *active directory*, baik seluruh cabang maupun unit kerja di kantor pusat. • Since IT Outsourcing has been approved, specific audit can be conducted on the security of the Bank's data, which will be performed by the outsourcing provider; • Dissemination of anti-fraud is conducted to ensure that employees properly understand and comprehend matters that must be done in preventing fraud and must ensure awareness of such understanding; • Follow-up progress on findings that occur to be discussed with relevant parties to find solution, so that such findings are not repeated; • Corrective actions of findings that are still in process shall be monitored; • Increasing internal supervision and control of all operational activities in each of the Bank's office to minimize the occurrence of operational violations, given the increase in the number of internal fraud; • The progress of improvement of such system is continuously monitored and checked periodically to ensure that the system is running well; • Improvement of settings for blocking accounts has been done automatically through the system, so that the accounts cannot be debited when there are no installment payments made by the debtor. The Internal Supervisory Unit can ensure that when such is implemented and there is no repeating finding; • SKAI assessment of branches based on Risk Based Audit as stipulated in the Internal Audit Guidelines Procedure (PPI) is for review; • Findings on compliance review results showed that there are incomplete documents of loan applications from new debtors, therefore, such documents shall be completed immediately so that there are no more documents that are still in process; and • In preventing misuse of the application, immediately run an active directory, at all branch offices and work units at the head office.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Melakukan penelaahan atas pelaksanaan pemeriksaan Otoritas Jasa Keuangan dan mengawasi pelaksanaan tindak lanjut atas temuan pemeriksaan Reviewing the audit conducted by the Financial Services Authority and supervising the follow up conducted on the audit findings	• Komitmen tindaklanjut pemeriksaan Otoritas Jasa Keuangan untuk dilakukan pemantauan secara menyeluruh, baik terkait pemenuhan pembayaran maupun dokumen administrasi lainnya, dan terhadap komitmen yang belum terpenuhi sesuai target yang telah disepakati segera dimintakan pemenuhannya ,sehingga tidak ada lagi komitmen yang belum terpenuhi; • SKAI harus meninjau ulang hasil temuan pemeriksaan Otoritas Jasa Keuangan, untuk dijadikan masukan dalam melakukan pemeriksaan baik kantor pusat maupuan kantor cabang dan terhadap temuan-temuan yang menjadi fokus pemeriksaan Otoritas Jasa Keuangan untuk dipantau dan pemeriksaaan kembali, sehingga temuan tersebut tidak terulang kembali. • Commitment to following-up the Financial Services Authority audit is performed by comprehensive monitoring, both related to fulfillment of payments and other administrative documents, and to the commitments that have not been met in accordance with the agreed targets. This means that fulfillment shall immediately be met, so that there are no more non-fulfilled commitments; • SKAI shall review the findings of the Financial Services Authority audit, to be used as input in conducting an audit of the head office or branch offices, and the findings that are the focus of the Financial Services Authority audit shall be monitored and re-examined, so that such findings will not be repeated.
Memberikan saran kepada Dewan Komisaris terkait adanya potensi benturan kepentingan. Providing suggestions to the Board of Commissioners related to potential conflict of interest.	Berdasarkan hasil pengawasan selama tahun 2019 tidak ada potensi maupun benturan kepentingan yang terjadi. Based on the results of monitoring held throughout 2019, there was no potential conflict of interest occurring.

Rapat Komite Audit

Berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum. Rapat Komite Audit dilaksanakan berdasarkan kebutuhan Bank, di mana dapat dilaksanakan apabila dihadiri paling sedikit lebih dari setengah jumlah anggota Komite Audit. Rapat Komite Audit diselenggarakan secara berkala setiap 3 bulan sekali yang dinyatakan dalam Pedoman dan Tata Tertib Kerja Komite.

Audit Committee's Meeting

Based on Financial Services Authority Circular No. 13/SEOJK.03/2017 on Implementation of Good Corporate Governance for Commercial Banks, Audit Committee's meeting is held as needed by the Bank, where it can be held if attended by at least more than half of the number of Audit Committee's members. Audit Committee's meeting is held periodically, every 3 months, which is outlined in the Committee's Guidelines and Work Conduct.

Frekuensi dan Tingkat Kehadiran Rapat Komite Audit

Sepanjang tahun 2019, Komite Audit melaksanakan 12 kali rapat secara fisik dengan rata-rata kehadiran sebesar 100%. Frekuensi dan kehadiran ditunjukan sebagai berikut.

Meeting Frequency and Attendance Level of Audit Committee

Throughout 2019, the Audit Committee held 12 physical meetings with the average attendance level of 100%. Frequency and attendance are shown as follows.

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran Attendance %
Kiki Syahnakri	Ketua Komite Audit Chair of Audit Committee	12	12	100.00
Nicolaus Eko Riwayanto	Anggota Komite Audit Member of Audit Committee	12	12	100.00
Edijanto	Anggota Komite Audit Member of Audit Committee	12	12	100.00
Inge S Purwita***)	Anggota Komite Audit Member of Audit Committee	8	8	100.00
Rata-Rata Kehadiran Average Attendance			**100.00**	

***) Menjabat sampai 26 Agustus 2019. / In office until 26 August 2019.

Agenda Rapat Komite Audit

Rapat Komite Audit di tahun 2019 yaitu:

Audit Committee Meeting Agenda

The Audit Committee's meetings in 2019 are as follows:

Pelaksanaan Implementation	Agenda Agenda
Januari January	• Tindaklanjut progres hasil temuan pemeriksaan SKAI sampai dengan Desember 2018; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Desember 2018 dan tindaklanjut penyelesaiannya; dan • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018. • Follow up on progress of SKAI audit findings until December 2018; • Report on Internal Audit Results (SKAI and Control) of December 2018 position and the follow-up to its completion; and • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit.
Februari February	• Pokok-pokok hasil tindaklanjut progres hasil temuan pemeriksaan SKAI sampai dengan Januari 2019; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Januari 2019 dan tindaklanjut penyelesaiannya; • Laporan *Anti Fraud* dan APU-PPT; dan • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018. • Main results of follow-up of the progress of SKAI audit findings until January 2019; • Report on Internal Audit Results (SKAI and Control) of January 2019 position and the follow-up to its completion; • Anti-Fraud and APU-PPT reports; and • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit.
Maret March	• Laporan progres tindak lanjut pemeriksaan SKAI rapat bulan sebelumnya; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Februari 2019 dan tindaklanjut penyelesaiannya; • Laporan *Anti Fraud* dan APU-PPT; dan • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018 posisi Februari 2019. • Report on the progress of follow up of SKAI audit of the previous month's meeting; • Report on Internal Audit Results (SKAI and Control) of February 2019 position and the follow-up to its completion; • Anti-Fraud and APU-PPT reports; and • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit of February 2019 position.
April April	• Laporan pokok-pokok hasil tindaklanjut pembahasan rapat Komite Audit bulan sebelumnya; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Maret 2019 dan tindaklanjut penyelesaiannya; dan • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018 posisi Maret 2019. • Report of the main results of follow-up discussion of Audit Committee's meeting in the previous month; • Report on Internal Audit Results (SKAI and Control) of March 2019 position and the follow-up to its completion; and • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit of March 2019 position.
Mei May	• Laporan progres tindaklanjut atas perbaikan permasalahan dalam pembahasan rapat bulan sebelumnya; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi April 2019 dan tindaklanjut penyelesaiannya; dan • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018 posisi April 2019. • Progress report of follow-up of the improvement of issues discussed in the previous month's meeting; • Report on Internal Audit Results (SKAI and Control) of April 2019 position and the follow-up to its completion; and • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit of April 2019 position.
Juni June	• Pembahasan Surat Otoritas Jasa Keuangan No. S-15/PB3.3323/2019 tanggal 29 Mei 2019 tentang Laporan Pelaksanaan dan pokok-pokok hasil audit intern semester II tahun 2018; • Laporan progres tindaklanjut atas perbaikan permasalahan pembahasan rapat bulan sebelumnya; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Mei 2019 dan tindaklanjut penyelesaiannya; • Laporan *Anti Fraud* dan APU-PPT; • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018 posisi Mei 2019; dan • Evaluasi Komite Audit atas pelaksanaan pasca audit oleh KAP untuk tahun buku 2018. • Discussion of Financial Services Authority Letter No. S-15/PB3.3323/2019 dated 29 May 2019 on Implementation Report and main results of the second semester's internal audit of 2018; • Progress report of follow-up of the improvement of issues discussed in the previous month's meeting; • Report on Internal Audit Results (SKAI and Control) of May 2019 position and the follow-up to its completion; • Anti-Fraud and APU-PPT reports; • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit of May 2019 position; and • Audit Committee's Evaluation of the post audit implementation by KAP for the 2018 fiscal year.

Pelaksanaan Implementation	Agenda Agenda
Juli July	• Pokok-pokok laporan progres tindaklanjut atas perbaikan permasalahan hasil pembahasan rapat bulan sebelumnya; • Laporan Hasil Pemeriksaan Internal Audit (SKAI dan Kontrol) posisi Juni 2019 dan tindaklanjut penyelesaiannya; • Laporan *Anti Fraud* dan APU-PPT; • Laporan Kepatuhan atas progres tindaklanjut komitmen pemeriksaan Otoritas Jasa Keuangan tahun 2018 posisi Juni 2019; dan • Progres hasil pemeriksaan Kredit Usaha Rakyat (KUR). • Highlights of the progress report of follow-up of the improvement of issues discussed in the previous month's meeting; • Report on Internal Audit Results (SKAI and Control) of June 2019 position and the follow-up to its completion; • Anti-Fraud and APU-PPT reports; • Compliance Report on the progress of follow-up of commitment of the 2018 Financial Services Authority audit of June 2019 position; and • Progress of the audit results of Micro Community Commercial Loans (KUR).
Agustus August	• Laporan progres tindaklanjut atas perbaikan permasalahan sebelumnya; • Laporan Hasil Pemeriksaan SKAI posisi Juli 2019 dan tindaklanjut penyelesaiannya; dan • Laporan Direktorat Kepatuhan untuk posisi Juli 2019 serta progres tindaklanjut penyelesaiannya. • Progress report of follow-up of the improvement of previous issues; • Report on Internal Audit Results (SKAI and Control) of July 2019 position and the follow-up to its completion; and • Compliance Directorate Report for July 2019 position and the progress of follow-up to its completion.
September September	• Laporan progres tindaklanjut atas perbaikan permasalahan sebelumnya; • Laporan Hasil Pemeriksaan SKAI posisi Agustus 2019 dan tindaklanjut penyelesaiannya; dan • Laporan Direktorat Kepatuhan untuk posisi Agustus 2019 serta progres tindaklanjut penyelesaiannya. • Progress report of follow-up of the improvement of previous issues; • Report on SKAI Audit Results of August 2019 position and the follow-up to its completion; and • Compliance Directorate Report for August 2019 position and the progress of follow-up to its completion.
Oktober October	• Pembahasan tindaklanjut progres rapat bulan sebelumnya; • Laporan Hasil Pemeriksaan SKAI posisi September 2019 dan tindaklanjut penyelesaiannya; • Laporan Direktorat Kepatuhan untuk posisi September 2019 serta progres tindaklanjut penyelesaiannya; dan • Pembahasan atas penunjukan akuntan publik atau KAP yang akan memeriksa buku Bank tahun 2019. • Discussion of the follow-up to the progress of previous month's meeting; • Report on SKAI Audit Results of September 2019 position and the follow-up to its completion; • Compliance Directorate Report for September 2019 position and the progress of follow-up to its completion; and • Discussion on the appointment of public accountant or KAP that will audit the Bank's book in 2019.
November November	• Laporan progres tindaklanjut atas perbaikan permasalahan sebelumnya; • Laporan Hasil Pemeriksaan SKAI posisi Oktober 2019 dan tindaklanjut penyelesaiannya; dan • Laporan Direktorat Kepatuhan untuk posisi Oktober 2019 serta progres tindaklanjut penyelesaiannya. • Progress report of follow-up of the improvement of previous issues; • Report on SKAI Audit Results of October 2019 position and the follow-up to its completion; and • Compliance Directorate Report for October 2019 position and the progress of follow-up to its completion.
Desember December	• Laporan progres tindaklanjut atas perbaikan permasalahan pada pembahasan bulan sebelumnya; • Laporan Hasil Pemeriksaan SKAI posisi November 2019 dan tindaklanjut penyelesaiannya; • Laporan Direktorat Kepatuhan untuk posisi November 2019 serta progres tindaklanjut penyelesaiannya; dan • Rekomendasi Komite Audit atas penunjukan akuntan publik atau KAP yang akan memeriksa buku Bank yang berakhir tahun 2019. • Progress report of follow-up of the improvement of issues discussed in the previous month's meeting; • Report on SKAI Audit Results of November 2019 position and the follow-up to its completion; • Compliance Directorate Report for November 2019 position and the progress of follow-up to its completion; and • Audit Committee's Recommendation on the appointment of public accountant or KAP that will audit the Bank's book ending in 2019.

Pengembangan Kompetensi Komite Audit

Program peningkatan kompetensi yang diikuti anggota Komite Audit selama tahun 2019 diuraikan sebagai berikut.

Competence Development of Audit Committee

The competency development programs participated by Audit Committee members throughout 2019 are described as follows.

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Kiki Syahnakri	Ketua Komite Audit Chair of Audit Committee	Pengembangan Kompetensi Komite Audit dapat dilihat di bagian Dewan Komisaris pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. Competence Development of Audit Committee can be seen in the Board of Commissioners section in the Corporate Governance chapter of this Annual Report.		
Edijanto	Anggota Komite Audit Member of Audit Committee			
Edijanto	Anggota Komite Audit Member of Audit Committee	Sosialisasi Anti *Fraud* Dissemination of Anti Fraud	Internal Bank Artha Graha Internasional	7 Mei 2019 7 May 2019
Inge S Purwita***)	Anggota Komite Audit Member of Audit Committee	-	-	-

***) Menjabat sampai 26 Agustus 2019. / In office until 26 August 2019.

Komite Pemantau Risiko

Komite Pemantau Risiko dibentuk untuk memonitor dan menilai risiko yang dapat diambil oleh Bank, guna memastikan telah dilakukannya pengelolaan risiko dengan baik, terutama pada pengelolaan risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, dan risiko bank lainnya.

Dasar Pembentukan Komite Pemantau Risiko

Dasar pembentukan Komite Pemantau Risiko Bank Artha Graha Internasional mengacu pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum.

Pedoman dan Tata Tertib Kerja Komite Pemantau Risiko

Dalam menjalankan tugas dan tanggung jawabnya, Komite Pemantau Risiko memiliki Pedoman dan Tata Tertib Kerja Komite Pemantau Risiko No. 0004.01.1 tanggal 22 April 2010 tentang Pelaksanaan Tugas dan Etika anggota Komite Pemantau Risiko. Isi pedoman tersebut meliputi:

1. Latar Belakang;
2. Dasar;
3. Tujuan;
4. Pengertian;
5. Anggota Komite;
6. Persyaratan dan Etika;
7. Tugas dan Tanggung Jawab;
8. Masa Tugas;
9. Waktu Kerja;
10. Rapat Komite; serta
11. Pelaporan.

Risk Monitoring Committee

The Risk Monitoring Committee is established to monitor and assess risks that can be taken by the Bank, to ensure that risk management has been performed well, especially in terms of management of credit risk, market risk, liquidity risk, operational risk, and other Bank's risks.

Basis of Establishment of Risk Monitoring Committee

Basis of establishment of Risk Monitoring Committee of Bank Artha Graha Internasional refers to the Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks.

Guidelines and Work Conduct of Risk Monitoring Committee

In performing its duties and responsibilities, the Risk Monitoring Committee has Guidelines and Work Conduct of Risk Monitoring Committee No. 0004.01.1 dated 22 April 2010 on Implementation of Duties and Ethics of Members of Risk Monitoring Committee. Contents of the guidelines include:

1. Background;
2. Basis:
3. Objectives;
4. Explanation;
5. Committee Members;
6. Requirements and Ethics;
7. Duties and Responsibilities;
8. Term of Office;
9. Business Hours;
10. Committee Meetings; and
11. Reporting.

Tugas dan Tanggung Jawab Komite Pemantau Risiko

Tugas dan tanggung jawab Komite Pemantau Risiko Bank Artha Graha Internasional diuraikan sebagai berikut.

1. Mengevaluasi kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan tersebut; dan
2. Memantau dan mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko.

Kedudukan Komite Pemantau Risiko dalam Struktur Organisasi

Kedudukan Komite Pemantau Risiko Bank Artha Graha Internasional dalam struktur organisasi berada di bawah Dewan Komisaris.

Struktur Keanggotaan dan Keahlian Komite Pemantau Risiko

Komposisi Komite Pemantau Risiko Bank paling sedikit terdiri dari:

1. Seorang Komisaris Independen yang menjabat sebagai Ketua Komite;
2. Seorang dari pihak independen yang memiliki keahlian di bidang keuangan atau akuntansi; dan
3. Seorang dari pihak independen yang memiliki keahlian di bidang hukum atau perbankan.

Berikut komposisi struktur Komite Pemantau Risiko Bank Artha Graha Internasional pada tahun 2019:

Duties and Responsibilities of Risk Monitoring Committee

Duties and responsibilities of Risk Monitoring Committee of Bank Artha Graha Internasional are described as follows.

1. Evaluating the conformity between risk management policy and its implementation; and
2. Monitoring and evaluating the implementation of duties of Risk Management Committee and Risk Management Work Unit.

Position of Risk Monitoring Committee in the Organizational Structure

The position of Risk Monitoring Committee of Bank Artha Graha Internasional in the organizational structure is under the Board of Commissioners.

Structure, Composition, and Expertise of Risk Monitoring Committee

The composition of the Bank's Risk Monitoring Committee shall at least consist of:

1. One Independent Commissioner as the Chair of the Committee;
2. One from Independent Party with expertise in finance or accounting field; and
3. One from Independent Party with expertise in legal or banking.

Below is the composition of Bank Artha Graha Internasional's Risk Monitoring Committee in 2019:

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Kiki Syahnakri	Ketua Komite Pemantau Risiko Chair of Risk Monitoring Committee	Komisaris Independen Independent Commissioner	Perbankan Banking
Nicolaus Eko Riwayanto	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Komisaris Independen Independent Commissioner	Manajemen Management
Edijanto****)	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Komisaris Independen Independent Commissioner	Akuntansi Keuangan dan Perbankan Financial Accounting and Banking
Inge S Purwita***)	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Pihak Independen Independent Party	Akuntansi Accounting
Elizawatie Simon**) ***)	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	Pihak Independen Independent Party	Hukum dan Perbankan Legal and Banking

**) Dalam masa tunggu (*cooling off*). / In cooling off period.
***) Menjabat sampai 26 Agustus 2019. / In position until 26 August 2019.
****)Menjabat sebagai Ketua Komite Pemantau Risiko sampai 21 Juni 2019, selanjutnya sebagai anggota Komite Pemantau Risiko. /
In position as the Chair of Risk Monitoring Committee until 21 June 2019, afterwards as Member of Risk Monitoring Committee.

Profil Komite Pemantau Risiko

Kiki Syahnakri

Ketua Komite Pemantau Risiko

Beliau menjabat sebagai Ketua Komite Pemantau Risiko sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No. 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Nicolaus Eko Riwayanto

Anggota Komite Pemantau Risiko

Beliau menjabat sebagai anggota Komite Pemantau Risiko sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No. 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Edijanto****)

Anggota Komite Pemantau Risiko

Beliau menjabat sebagai anggota Komite Pemantau Risiko sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di Profil Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Inge S Purwita***)

Anggota Komite Pemantau Risiko

Beliau menjabat sebagai anggota Komite Pemantau Risiko sejak tahun 2018 berdasarkan Surat Keputusan Dewan Komisaris No 001/KOM-BAGI/VII/2018 tanggal 3 Juli 2018 (2018-2019). Profil lengkap dapat dilihat di Profil Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Elizawatie Simon**) ***)

Anggota Komite Pemantau Risiko

Beliau menjabat sebagai anggota Komite Pemantau Risiko sejak tahun 2018 berdasarkan Surat Keputusan Dewan Komisaris No 001/KOM-BAGI/VII/2018 tanggal 3 Juli 2018 (2018-2019). Profil lengkap dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

**) Dalam masa tunggu (*cooling off*).
***) Menjabat sampai 26 Agustus 2019.
****) Menjabat sebagai Ketua Komite Pemantau Risiko sampai 21 Juni 2019, selanjutnya sebagai anggota Komite Pemantau Risiko.

Risk Monitoring Committee Profile

Kiki Syahnakri

Chair of Risk Monitoring Committee

He has hold the position of Chair of Risk Monitoring Committee since 2019 based on the Board of Commissioners' Decisions Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

Nicolaus Eko Riwayanto

Member of Risk Monitoring Committee

He has hold the position of Member of Risk Monitoring Committee since 2019 based on the Board of Commissioners' Decisions Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

Edijanto****)

Member of Risk Monitoring Committee

He has hold the position as Member of Risk Monitoring Committee since 2019 based on the Board of Commissioners' Decisions Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Audit Committee Profile in the Corporate Governance chapter of this Annual Report.

Inge S Purwita***)

Member of Risk Monitoring Committee

She has hold the position as Member of Risk Monitoring Committee since 2018 based on the Board of Commissioners' Decisions Letter No. 001/KOM-BAGI/VII/2018 dated 3 July 2018 (2018-2019). Complete profile can be seen in the Audit Committee Profile in the Corporate Governance chapter of this Annual Report.

Elizawatie Simon**) ***)

Member of Risk Monitoring Committee

She has hold the position as Member of Risk Monitoring Committee since 2018 based on the Board of Commissioners' Decisions Letter No. 001/KOM-BAGI/VII/2018 dated 3 July 2018 (2018-2019). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

**) In cooling off period.
***) In position until 26 August 2019.
****) In position as the Chair of Risk Monitoring Committee until 21 June 2019, afterwards as Member of Risk Monitoring Committee.

Kualifikasi Pendidikan dan Pengalaman Kerja Komite Pemantau Risiko

Kualifikasi yang harus dimiliki oleh anggota Komite Pemantau Risiko Bank Artha Graha Internasional yaitu:

1. Memiliki pengetahuan di bidang ekonomi, keuangan, dan perbankan;
2. Memiliki pengalaman kerja paling kurang 5 tahun di bidang ekonomi, keuangan, dan perbankan;
3. Memiliki pengetahuan di bidang manajemen risiko; dan
4. Memiliki pengalaman kerja paling kurang 2 tahun di bidang manajemen risiko.

Kualifikasi pendidikan dan pengalaman kerja Komite Pemantau Risiko dapat dilihat di Profil Dewan Komisaris pada bab Profil Perusahaan dan Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Educational Qualifications and Work Experience of Risk Monitoring Committee

Members of Risk Monitoring Committee of Bank Artha Graha Internasional shall have the following qualifications:

1. Expertise in economic, finance, and banking fields;
2. Work experience at least 5 years in economic, finance, and banking fields;
3. Expertise in risk management field; and
4. Work experience at least 2 years in risk management field.

The educational qualifications and work experience of Risk Monitoring Committee can be seen in the Board of Commissioners Profile in the Company Profile Chapter and Audit Committee in the Corporate Governance chapter of this Annual Report.

Independensi dan Hubungan Afiliasi Komite Pemantau Risiko

Komite Pemantau Risiko Bank Artha Graha Internasional menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa intervensi dari organ tata kelola Bank lainnya. Independensi anggota Komite Pemantau Risiko dapat dilihat dari hubungan afiliasi yang dimiliki, baik dengan Dewan Komisaris, Direksi, ataupun Pemegang Saham yang diungkapkan sebagai berikut.

Independence and Affiliation Relationship of the Risk Monitoring Committee

The Risk Monitoring Committee of Bank Artha Graha Internasional has performed its duties and responsibilities professionally and independently, without intervention from other governance organs of the Bank. The independence of members of Risk Monitoring Committee can be seen in the affiliation relationship, either with Board of Commissioners, Board of Directors, or Shareholders as disclosed below.

Aspek Independensi dan Hubungan Afiliasi Independency Aspect and Affiliation Relationship	Kiki Syahnakri	Nicolaus Eko Riwayanto	Edijanto****)	Inge S Purwita***)	Elizawatie Simon**) ***)
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/ atau sesama anggota Komite Pemantau Risiko. Does not have family relationship with the Board of Commissioners, Board of Directors, and/or among members of Risk Monitoring Committee.	√	√	√	√	√
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di Bank Artha Graha Internasional. Does not have share ownership relationship in Bank Artha Graha Internasional.	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan pejabat pemerintah daerah. Does not hold a position as administrator of political party and regional government official.	√	√	√	√	√

**) Dalam masa tunggu (*cooling off*). / In cooling off period.
***) Menjabat sampai 26 Agustus 2019. / In position until 26 August 2019.
****) Menjabat sebagai Ketua Komite Pemantau Risiko sampai 21 Juni 2019, selanjutnya sebagai anggota Komite Pemantau Risiko. / In position as the Chair of Risk Monitoring Committee until 21 June 2019, afterwards as Member of Risk Monitoring Commitee.

Program Kerja dan Realisasi Tugas Komite Pemantau Risiko

Komite Pemantau Risiko Bank Artha Graha Internasional telah melaksanakan tugas dengan berbagai program kerja yang dilakukan selama tahun 2019 seperti:

Work Program and Realization of Risk Monitoring Committee

Bank Artha Graha Internasional's Risk Monitoring Committee performed its duties through various work programs conducted in 2019 such as:

Program Kerja Work Program	Realisasi 2019 2019 Realization
Rapat Komite Pemantau Risiko Risk Monitoring Committee meetings	Rapat Komite Pemantau Risiko telah dilakukan sebanyak 5 kali di tahun 2019. Risk Monitoring Committee meetings was held 5 times in 2019.
Evaluasi Kebijakan Manajemen Risiko Evaluation of Risk Management Policy	Penyesuaian ketentuan limit risiko Bank. Adjustment to the provisions of the Bank's risk limit.
Penyusunan Laporan Akhir Tahun KPR kepada Dewan Komisaris Preparation of Final Year Report of KPR to the Board of Commissioners	Telah dilakukan laporan akhir tahun Komite Pemantau Risiko kepada Dewan Komisaris dengan Surat No. 001/KPR/III/2019 tanggal 11 Maret 2019. Final Year Report of the Risk Monitoring Committee has been submitted to the Board of Commissioners under the Letter No. 001/KPR/III/2019 dated 11 March 2019.
Penelaahan Rencana Kerja Komite Pemantau Risiko Review of Risk Monitoring Committee's Work Plan	Telah dilakukan rencana kerja Komite Pemantau Risiko untuk tahun 2020 yang dilaksanakan di bulan Desember 2019. The 2020 Work Plan of Risk Monitoring Committee was prepared in December 2019.

Rapat Komite Pemantau Risiko

Berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum serta Pedoman dan Tata Tertib Kerja Komite Pemantau Manajemen Risiko, rapat Komite Pemantau Risiko dilaksanakan sesuai dengan kebutuhan Bank dan dapat dilaksanakan apabila dihadiri paling sedikit oleh 51% dari jumlah anggota Komite Pemantau Risiko.

Risk Monitoring Committee meetings

Based on Financial Services Authority Circular No. 13/SEOJK.03/2017 on Implementation of Governance for Commercial Banks and Risk Management Monitoring Committee Guidelines and Work Conduct, Risk Monitoring Committee meetings are held as needed by the Bank and can be held if attended by at least 51% of the total members of Risk Monitoring Committee.

Frekuensi dan Kehadiran Rapat Komite Pemantau Risiko

Selama tahun 2019, Komite Pemantau Risiko telah melaksanakan rapat sebanyak 5 kali secara fisik dengan rata-rata kehadiran sebesar 100,00%.

Meeting Frequency and Attendance of Risk Monitoring Committee

In 2019, the Risk Monitoring Committee held 5 physical meetings with the average attendance of 100.00%.

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Kiki Syahnakri	Ketua Komite Pemantau Risiko Chair of Risk Monitoring Committee	2	2	100.00
Nicolaus Eko Riwayanto	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	2	2	100.00
Edijanto****)	Ketua Komite Pemantau Risiko Chair of Risk Monitoring Committee	5	5	100.00
Inge S Purwita***)	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	2	2	100.00
Elizawatie Simon**) ***)	Anggota Komite Pemantau Risiko Member of Risk Monitoring Committee	3	3	100.00
Rata-rata Kehadiran Average Attendance			**100.00**	

**) Dalam masa tunggu (*cooling off*). / In cooling off period.
***) Menjabat sampai 26 Agustus 2019. / In position until 26 August 2019.
****) Menjabat sebagai Ketua Komite Pemantau Risiko sampai 21 Juni 2019, selanjutnya sebagai anggota Komite Pemantau Risiko. / In position as the Chair of Risk Monitoring Committee until 21 June 2019, afterwards as Member of Risk Monitoring Committee.

Agenda Rapat Komite Pemantau Risiko

Sepanjang tahun 2019, agenda rapat Komite Pemantau Risiko sebagai berikut.

Meeting Agenda of Risk Monitoring Committee

Throughout 2019, the meeting agenda of Risk Monitoring Committee were as follows.

Tanggal Date	Agenda Agenda
12 Februari 2019 12 February 2019	• Risiko Inheren Bank posisi 31 Desember 2018; • Kualitas penerapan manajemen risiko Bank posisi 31 Desember 2018; dan • Tingkat risiko komposit Bank posisi 31 Desember 2018. • Bank's Inherent Risk, position of 31 December 2018; • The quality of the Bank's risk management implementation, position of 31 December 2018; and • Bank's composite risk rating, position of 31 December 2018.
14 Mei 2019 14 May 2019	• Risiko Inheren Bank posisi 31 Maret 2019; • Kualitas penerapan manajemen risiko Bank posisi 31 Maret 2019; dan • Tingkat risiko komposit Bank posisi 31 Maret 2019. • Bank's Inherent Risk, position of 31 March 2019; • The quality of the Bank's risk management implementation, position of 31 March 2019; and • Bank's composite risk rating, position of 31 March 2019.
15 Agustus 2019 15 August 2019	• Risiko Inheren Bank posisi 30 Juni 2019; • Kualitas penerapan manajemen risiko Bank posisi 30 Juni 2019; dan • Tingkat risiko komposit Bank posisi 30 Juni 2019. • Bank's Inherent Risk, position of 30 June 2019; • The quality of the Bank's risk management implementation, position of 30 June 2019; and • Bank's composite risk rating, position of 30 June 2019.
22 November 2019 22 November 2019	• Risiko Inheren Bank posisi 30 September 2019; • Kualitas penerapan manajemen risiko Bank posisi 30 September 2019; dan • Tingkat risiko komposit Bank posisi 30 September 2019. • Bank's Inherent Risk, position of 30 September 2019; • The quality of the Bank's risk management implementation, position of 30 September 2019; and • Bank's composite risk rating, position of 30 September 2019.
20 Desember 2019 20 December 2019	• Laporan Tahunan Komite Pemantau Risiko tahun 2019; dan • Rencana Kerja Komite Pemantau Risiko tahun 2020. • Risk Monitoring Committee's 2019 Annual Report; and • Risk Monitoring Committee's 2020 Work Plan.

Pengembangan Kompetensi Komite Pemantau Risiko

Pengembangan kompetensi Komite Pemantau Risiko Bank Artha Graha Internasional dapat dilihat di bagian Dewan Komisaris dan Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Competence Development of Risk Monitoring Committee

Competence Development of Risk Monitoring Committee of Bank Artha Graha Internasional can be seen in the Board of Commissioners section and Audit Committee in the Corporate Governance chapter of this Annual Report.

Komite Remunerasi dan Nominasi

Dewan Komisaris membentuk Komite Remunerasi dan Nominasi dalam rangka mendukung pelaksanaan fungsi pengawasan Dewan Komisaris terkait kebijakan remunerasi dan nominasi terhadap anggota Dewan Komisaris dan Direksi.

Remuneration and Nomination Committee

The Board of Commissioners established the Remuneration and Nomination Committee in the framework of supporting the implementation of supervisory function of the Board of Commissioners related to remuneration and nomination policy to the Board of Commissioners and Board of Directors.

Dasar Pembentukan Komite Remunerasi dan Nominasi

Pembentukan Komite Remunerasi dan Nominasi dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Isi dari pedoman tersebut meliputi:

1. Latar Belakang;
2. Dasar;
3. Tujuan;
4. Pengertian;
5. Anggota Komite;
6. Persyaratan dan Etika;
7. Tugas dan Tanggung Jawab;
8. Masa Tugas;
9. Waktu Kerja;
10. Rapat Komite;
11. Laporan Pelaksanaan *Good Corporate Governance*; dan
12. Pelaporan.

Pedoman dan Tata Tertib Kerja Komite Remunerasi dan Nominasi

Komite Remunerasi dan Nominasi telah dilengkapi dengan pedoman kerja yaitu berdasar pada Pedoman dan Tata Tertib Kerja Komite Remunerasi dan Nominasi No. 0005.02.0 tanggal 6 Oktober 2015. Pedoman tersebut mengatur hal-hal yang berkaitan dengan pelaksanaan tugas dan tanggung jawab, serta etika anggota Komite Remunerasi dan Nominasi.

Tugas dan Tanggung Jawab Komite Remunerasi dan Nominasi

Tugas dan tanggung jawab Komite Remunerasi dan Nominasi Bank Artha Graha Internasional terkait kebijakan remunerasi dan nominasi diuraikan sebagai berikut.

1. Terkait remunerasi:
   a. Melaksanakan evaluasi terhadap kebijakan remunerasi; dan
   b. Memberikan masukan kepada Dewan Komisaris mengenai:
      - Kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada RUPS;
      - Kebijakan remunerasi bagi Pejabat Eksekutif dan karyawan secara keseluruhan untuk disampaikan kepada Direksi.
2. Terkait nominasi:
   a. Menyusun dan memberikan rekomendasi mengenai sistem, serta prosedur pemilihan atau penggantian anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan dalam RUPS;
   b. Merekomendasikan calon anggota Dewan Komisaris atau Direksi kepada Dewan Komisaris untuk disampaikan dalam RUPS;
   c. Merekomendasikan pihak independen yang akan menjadi anggota Komite Audit dan Komite Pemantau Risiko kepada Dewan Komisaris;

Basis of Establishment of Remuneration and Nomination Committee

Establishment of Remuneration and Nomination Committee is based on the Financial Services Authority Regulation No. 34/POJK.04/2014 dated 8 December 2014 on Nomination and Remuneration Committee of Issuer or Public Company. Contents of the guidelines include:

1. Background;
2. Basis:
3. Objectives;
4. Explanation;
5. Committee Members;
6. Requirements and Ethics;
7. Duties and Responsibilities;
8. Term of Office;
9. Business Hours;
10. Committee Meetings;
11. Good Corporate Governance Implementation Report; and
12. Reporting.

Guidelines and Work Conduct of Remuneration and Nomination Committee

The Remuneration and Nomination Committee is completed with work guidelines based on the Guidelines and Work Conduct of Remuneration and Nomination Committee No. 0005.02.0 dated 6 October 2015. The guidelines regulates matters related to the implementation of duties and responsibilities, as well as ethics of members of Remuneration and Nomination Committee.

Duties and Responsibilities of Remuneration and Nomination Committee

Duties and Responsibilities of Remuneration and Nomination Committee of Bank Artha Graha Internasional related to remuneration and nomination policies are explained as follows.

1. Related to remuneration:
   a. Evaluating the remuneration policy; and
   b. Giving input to the Board of Commissioners on:
      - Remuneration policy for Board of Commissioners and Board of Directors to be delivered to the GMS;
      - Remuneration policy for Executive Officers and Employees in overall to be delivered to the Board of Directors.
2. Related to nomination:
   a. Preparing and providing recommendation on system and procedure of selection or replacement of members of Board of Commissioners and Board of Directors to the Board of Commissioners to be delivered to the GMS;
   b. Providing recommendation on candidate member of Board of Commissioners or Board of Directors to the Board of Commissioners to be delivered to the GMS;
   c. Providing recommendation on independent party who will be member of Audit Committee and Risk Monitoring Committee to the Board of Commissioners;

d. Merekomendasikan usulan penggantian atau pengangkatan anggota Dewan Komisaris dalam RUPS; dan
e. Merekomendasikan usulan penggantian atau pengangkatan anggota Direksi oleh Dewan Komisaris dalam RUPS.

Komite Remunerasi dan Nominasi Bank wajib memastikan kebijakan tersebut telah sesuai dengan:
1. Kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku;
2. Prestasi kerja individual;
3. Kewajaran dengan *peer group*; dan
4. Pertimbangan dan strategi jangka panjang Bank.

Struktur Keanggotaan dan Keahlian Komite Remunerasi dan Nominasi

Komite Remunerasi dan Nominasi paling kurang terdiri dari 3 orang anggota, dengan ketentuan:
1. Seorang Ketua merangkap anggota, yang merupakan Komisaris Independen; dan
2. Anggota lainnya yang dapat berasal dari:
   a. Anggota Dewan Komisaris;
   b. Pihak yang berasal dari luar Bank; atau
   c. Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

Pemenuhan kualifikasi dan keahlian, serta struktur keanggotaan Komite Remunerasi dan Nominasi Bank Artha Graha Internasional untuk periode 2019 ditunjukan sebagai berikut.

d. Recommending proposal for replacement or appointment of members of Board of Commissioners in the GMS; and
e. Recommending proposal for replacement or appointment of members of Board of Directors by Board of Commissioners in the GMS.

The Bank's Remuneration and Nomination Committee must ensure that such polices are already in accordance with:
1. Financial performance and fulfillment of the reserve as stipulated in the applicable laws and regulations;
2. Individual work achievement;
3. Fairness with peer group; and
4. Consideration and long-term strategies of the Bank.

Structure, Composition, and Expertise of Remuneration and Nomination Committee

The Nomination and Remuneration Committee shall at least consist of 3 members, under the following provisions:
1. A Chair, concurrently a member, who is an Independent Commissioner; and
2. Other members that may come from:
   a. Members of Board of Commissioners;
   b. Parties from outside the Bank; or
   c. Parties holding managerial positions under the Board of Directors in charge of human capital.

Fulfillment of qualifications and expertise as well as structure of composition of the Remuneration and Nomination Committee of Bank Artha Graha Internasional for the 2019 period is shown below.

Nama Name	Jabatan Position	Keterangan Description	Keahlian Expertise
Nicolaus Eko Riwayanto	Ketua Komite Remunerasi dan Nominasi Chair of Remuneration and Nomination Committee	Komisaris Independen Independent Commissioner	*Organizational Development*
Yohana Paliling	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	Pihak Independen Independent Party	SDM HR
Richard Halim Kusuma***)	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	Pihak Independen Independent Party	Manajemen Management
Inge S Purwita***)	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	Pihak Independen Independent Party	Akuntansi Accounting
Elizawatie Simon**)	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	Pihak Independen Independent Party	Hukum dan Perbankan Legal and Banking

**) Dalam masa tunggu (*cooling off*)./ In cooling off period.
***) Menjabat sampai 26 Agustus 2019. / In position until 26 August 2019.

Profil Komite Remunerasi dan Nominasi

Nicolaus Eko Riwayanto

Ketua Komite Remunerasi dan Nominasi

Beliau menjabat sebagai Ketua Komite Remunerasi dan Nominasi sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No. 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Yohana Paliling

Anggota Komite Remunerasi dan Nominasi

Beliau menjabat sebagai anggota Komite Remunerasi dan Nominasi sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No. 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di bagian Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Elizawatie Simon**)

Anggota Komite Remunerasi dan Nominasi

Beliau menjabat sebagai anggota Komite Remunerasi dan Nominasi sejak tahun 2019 berdasarkan Surat Keputusan Dewan Komisaris No. 002/KOM-BAGI/VIII/2019 tanggal 26 Agustus 2019 (2019-2021). Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

**) Dalam masa tunggu (*cooling off*)

Kualifikasi Pendidikan dan Pengalaman Kerja Komite Remunerasi dan Nominasi

Demi menunjang pelaksanaan tugas dan tanggung jawab yang optimal, Komite Remunerasi dan Nominasi membutuhkan kualifikasi pendidikan dan pengalaman kerja yang sesuai dengan kebutuhan Bank yang dapat dilihat di bagian Profil Dewan Komisaris pada bab Profil Perusahaan dan Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Remuneration and Nomination Committee Profile

Nicolaus Eko Riwayanto

Chair of Remuneration and Nomination Committee

He has been the Chair of Remuneration and Nomination Committee since 2019 based on the Board of Commissioners' Decision Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

Yohana Paliling

Member of Remuneration and Nomination Committee

She has been a Member of Remuneration and Nomination Committee since 2019 based on the Board of Commissioners' Decision Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Executive Officers Profile in the Company Profile chapter of this Annual Report.

Elizawatie Simon**)

Member of Remuneration and Nomination Committee

She has been a Member of Remuneration and Nomination Committee since 2019 based on the Board of Commissioners' Decision Letter No. 002/KOM-BAGI/VIII/2019 dated 26 August 2019 (2019-2021). Complete profile can be seen in the Board of Commissioners Profile in the Company Profile chapter of this Annual Report.

**) In cooling off period.

Educational Qualification and Work Experience of the Remuneration and Nomination Committee

In order to support optimum implementation of duties and responsibilities, the Remuneration and Nomination Committee requires educational qualifications and work experience that are in line with the Bank's needs, which can be seen in the Board of Commissioners' Profile section of the Company Profile chapter and Audit Committee in the Corporate Governance chapter of this Annual Report.

Independensi dan Hubungan Afiliasi Komite Remunerasi dan Nominasi

Dalam menjalankan tugas dan tanggung jawab, Komite Remunerasi dan Nominasi bertindak secara independen, profesional dan mandiri, serta tidak dipengaruhi intervensi dari pihak lain. Adapun aspek independensi Komite Nominasi dan Remunerasi dijelaskan pada tabel berikut.

Independence and Affiliation Relationship of Remuneration and Nomination Committee

In performing duties and responsibilities, the Remuneration and Nomination Committee acts independently, professionally, and is not influenced by the intervention of other parties. The independence aspect of Nomination and Remuneration Committee can be seen in the table below.

Aspek Independensi Independency Aspect	Nicolaus Eko Riwayanto	Yohana Paliling	Elizawatie Simon **)
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/ atau sesama anggota Komite Remunerasi dan Nominasi. Does not have family relationship with Board of Commissioners, Board of Directors, and/or among members of Remuneration and Nomination Committee.	√	√	√
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Tidak memiliki hubungan kepemilikan saham di Bank Artha Graha Internasional. Does not have share ownership relationship in Bank Artha Graha Internasional.	√	√	√
Tidak menjabat sebagai pengurus partai politik, dan/atau pejabat pemerintah daerah. Does not hold position as administrator of political party and/or regional government official.	√	√	√

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Rapat Komite Remunerasi dan Nominasi

Kebijakan mengenai rapat Komite Remunerasi dan Nominasisebagaimana telah diatur dalam Pedoman Komite Remunerasi dan Nominasi diselenggarakan sekurang-kurangnya 1 kali dalam 4 bulan atau diselenggarakan sesuai dengan kebutuhan Bank. Pengambilan keputusan rapat Komite berlandaskan musyawarah untuk mufakat, apabila musyawarah mufakat tidak tercapai, maka keputusan diambil berdasarkan pemungutan suara dengan ketentuan bahwa keputusan diambil berdasarkan suara terbanyak.

Remuneration and Nomination Committee Meeting

Policies on Remuneration and Nomination Committee meetings as stipulated in the Guidelines, the Remuneration and Nomination Committee meetings are held at least 1 time in 4 months or held according to the needs of the Bank. Decision making on Committee meetings is based on deliberation to reach consensus, if deliberation for consensus is not reached, then the decision is made based on voting provided that the decision is taken based on majority votes.

Frekuensi dan Tingkat Kehadiran Rapat Komite Remunerasi dan Nominasi

Pada tahun 2019, Komite Remunerasi dan Nominasi Bank Artha Graha Internasional mengadakan rapat sebanyak 10 kali secara fisik, dengan frekuensi dan tingkat kehadiran sebagai berikut.

Meeting Frequency and Attendance Level of Remuneration and Nomination Committee

In 2019, the Remuneration and Nomination Committee of Bank Artha Graha Internasional held 10 physical meetings, with frequency and attendance level as follows.

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran Attendance %
Nicolaus Eko Riwayanto	Ketua Komite Remunerasi dan Nominasi Chair of Remuneration and Nomination Committee	10	10	100.00
Yohana Paliling	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	10	10	100.00
Elizawatie Simon**)	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	3	3	100.00
Rata-rata Kehadiran Average Attendance			**100.00**	

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Agenda Rapat Komite Remunerasi dan Nominasi

Rapat Komite Remunerasi dan Nominasi di tahun 2019 memiliki agenda sebagai berikut.

Remuneration and Nomination Committee Meeting Agenda

Remuneration and Nomination Committee meetings in 2019 had the following agenda.

Tanggal Date	Agenda Agenda
7 Februari 2019 7 February 2019	KPI dan Kompetensi Direksi. KPI and Competence of Board of Directors.
20 Maret 2019 20 March 2019	• Pembahasan hasil *Employee Engagement Survey* (EES); • *Focus Group Discussion* (FGD); dan • Pembahasan ketetapan *Cost of Living Adjustment* 2019. • Discussion of Employee Engagement Survey (EES) results; • Focus Group Discussion (FGD); and • Discussion on determining Cost of Living Adjustment 2019.
10 Juni 2019 10 June 2019	Pembahasan Perseroan. Discussion on the Company.
9 Juli 2019 9 July 2019	• Rekomendasi calon pengurus Bank; dan • Membahas anggota komite. • Recommendation of candidate for the Bank's Management; and • Discussion of committee members.
20 Agustus 2019 20 August 2019	• Pembahasan status Ibu Elizawatie yang tidak disetujui oleh Otoritas Jasa Keuangan untuk menjadi Komisaris Independen; dan • Pembahasan KPI Direksi periode Januari-Juni 2019. • Discussion on the status of Ms. Elizawatie, where the Financial Services Authority does not approve her to be an Independent Commissioner; and • Discussion on KPI of Board of Directors of 2019 January-June period.
29 Agustus 2019 29 August 2019	• Membahas tentang Pedoman Remunerasi dan Nominasi untuk ditinjau kembali; • Komite Remunerasi dan Nominasi diusulkan untuk dipisah terkait Peraturan Otoritas Jasa Keuangan No. 45 tahun 2015: Ketentuan remunerasi untuk pejabat yang *risk taker* berbeda dengan pejabat *non risk taker*; • Peraturan Otoritas Jasa Keuangan No. 34 tahun 2014 hanya untuk anggota Direksi dan Komisaris tidak mencangkup seluruh karyawan; • Pembahasan fungsi Ketua Komite Remunerasi dan Nominasi. • Discussion on Remuneration and Nomination Guidelines to be reviewed; • Remuneration and Nomination Committee is proposed to be separated related to the Financial Services Authority Regulation No. 45 of 2015: Determination of remuneration for risk taker officers that is different from non risk taker officers; • Financial Services Authority Regulation No. 34 of 2014 is only for members of Board of Directors and Commissioners and does not cover all employees; • Discussion of Chair of Remuneration and Nomination Committee function.
18 September 2019 18 September 2019	Pembahasan *Job Description* Direksi. Discussion on Job Description of Board of Directors.
5 November 2019 5 November 2019	Pembahasan *Job Description* dan KPI Direksi. Discussion on Job Description and KPI of Board of Directors.

Tanggal Date	Agenda Agenda
15 November 2019 15 November 2019	Pembahasan *Job Description* Direksi dan tindak lanjut hasil pemeriksaan Otoritas Jasa Keuangan. Discussion on Job Description of Board of Directors and follow-up of Financial Services Authority audit results.
17 Desember 2019 17 December 2019	• Pembahasan tindak lanjut Otoritas Jasa Keuangan mengenai evaluasi terhadap standar gaji dan *grading* yang berlaku saat ini; dan • Penentuan remunerasi Direksi dan Komisaris. • Discussion on follow-up of Financial Services Authority on evaluation of the salary standard and grading currently applicable; and • Determination of remuneration for Board of Directors and Board of Commissioners.

Pengembangan Kompetensi Komite Remunerasi dan Nominasi

Program peningkatan kompetensi yang diikuti anggota Komite Remunerasi dan Nominasi selama tahun 2019 diuraikan sebagai berikut.

Competence Development of Remuneration and Nomination Committee

The competency development programs participated by Remuneration and Nomination Committee members throughout 2019 are described as follows.

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Nicolaus Eko Riwayanto	Ketua Komite Remunerasi dan Nominasi Chair of Remuneration and Nomination Committee	Pengembangan Kompetensi Ketua Komite Remunerasi dan Nominasi dapat dilihat di bagian Dewan Komisaris pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. Competence Development of Chair of Remuneration and Nomination Committee can be seen in the Board of Commissioners section in the Corporate Governance chapter of this Annual Report.		
Elizawatie Simon**)	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee			
Yohana Paliling	Anggota Komite Remunerasi dan Nominasi Member of Remuneration and Nomination Committee	BPJS dan *Employee Benefit* BPJS and Employee Benefit	PT Punggawa Tritunggal	Bali, 12-13 Desember 2019 Bali, 12-13 December 2019

**) Dalam masa tunggu (*cooling off*). / In cooling off period.

Kebijakan Suksesi Direksi

Tugas Komite Remunerasi dan Nominasi sesuai dengan pedoman dan tata tertib yang disediakan Bank yaitu memberikan rekomendasi kepada Dewan Komisaris mengenai kriteria calon yang memenuhi syarat sebagai anggota Direksi untuk disampaikan dalam RUPS untuk mendapat persetujuan. Komite bertanggung jawab dalam menentukan kriteria dan mengidentifikasi para calon, mengkaji dan menyetujui nominasi sesuai dengan kriteria yang ditentukan. Dalam melakukan proses tersebut, Komite mempertimbangkan catatan riwayat calon, umur, pengalaman, kemampuan, dan faktor-faktor relevan lainnya.

Board of Directors Succession Policy

Duties of Remuneration and Nomination Committee are in accordance with the guidelines and conduct provided by the Bank, which is providing recommendations to the Board of Commissioners on the criteria for candidates who qualify as members of Board of Directors to be submitted at the GMS for approval. The committee is responsible for determining the criteria and identifying candidates, reviewing and approving nominations according to the specified criteria. In carrying out this process, the Committee considers the candidate's historical record, age, experience, abilities, and other relevant factors.

Pengembangan Kompetensi Komite Remunerasi dan Nominasi

Pengembangan kompetensi Komite Remunerasi dan Nominasi Bank Artha Graha Internasional dapat dilihat di bagian Dewan Komisaris dan Komite Audit pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Competence Development of Remuneration and Nomination Committee

Competence development of Remuneration and Nomination Committee of Bank Artha Graha Internasional can be seen in the Board of Commissioners section and Audit Committee in the Corporate Governance chapter of this Annual Report.

Direksi
Board of Directors

Direksi merupakan organ tata kelola Bank yang mempunyai peran yang sangat penting dalam menjalankan usaha Bank. Direksi diangkat dan diberhentikan oleh Pemegang Saham melalui mekanisme RUPS. Dengan demikian, Direksi harus mempertanggungjawabkan pelaksanaan tugas dan tanggung jawabnya.

Pedoman Direksi

Guna mendukung dan memudahkan Direksi dalam memahami dan melaksanakan tugas dan tanggung jawabnya, Direksi telah memiliki Pedoman dan Tata Tertib Kerja Direksi 0027.02.0 tanggal 18 September 2015.

Direksi juga mengacu pada pedoman lainnya seperti:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 10 tahun 1998 tentang Perbankan;
3. Peraturan Bank Indonesia No. 13/27/PBI/2011 tentang Bank Umum yang telah diubah dengan Peraturan Bank Indonesia;
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum;
5. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten dan Perusahaan Publik; serta
6. Anggaran Dasar Bank Artha Graha Internasional.

Tugas dan Tanggung Jawab Direksi

Sesuai dengan ketentuan dalam Pedoman dan Tata Tertib Kerja Direksi, Direksi mengemban tugas dan tanggung jawab sebagai berikut.

1. Bertanggung jawab untuk melaksanakan kepengurusan untuk kepentingan Bank sesuai dengan tugas pokok Direksi; Tugas pokok Direksi adalah:
   a. Memimpin dan mengurus sesuai dengan tujuan Bank; serta
   b. Menguasai, memelihara, dan mengurus kekayaan Bank.
2. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugasnya dengan mengindahkan peraturan perundang-undangan yang berlaku;
3. Pembagian tugas dan wewenang di antara para anggota Direksi ditetapkan oleh RUPS dan dalam hal RUPS tidak menetapkan, pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan keputusan Direksi;

Board of Directors is the Bank's governance organ that plays a key role in running the Bank's business. The Board of Directors is appointed and dismissed by the Shareholders through the GMS mechanism. Therefore, the Board of Directors must be accounted for the execution of its duties and responsibilities in the GMS.

Board Manual of Board of Directors

In order to support and facilitate the Board of Directors in understanding and carrying out its duties and responsibilities, the Board of Directors has established the Board Manual of Board of Directors No. 0027.02.0 dated 18 September 2015.

The Board of Directors also refers to other guidelines such as:

1. Law No. 40 of 2007 on Limited Liability Company;
2. Law No. 10 of 1998 on Banking;
3. Bank Indonesia Regulation No. 13/27/PBI/2011 on Commercial Banks that was amended by Bank Indonesia Regulation;
4. Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks;
5. Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies; and
6. Bank Artha Graha Internasional's Articles of Association.

Duties and Responsibilities of Board of Directors

In accordance with the provisions in the Board Manual of Board of Directors, the Board of Directors carry out the following duties and responsibilities.

1. Responsible for running management for the Bank's interests in accordance with the principal duties of the Board of Directors; The main duties of the Board of Directors are:
   a. Leading and managing according to the objectives of the Bank; and
   b. Controlling, maintaining, and managing the Bank's wealth.
2. Each member of the Board of Directors must, in good faith and with full of responsibility, carry out the duties by heeding the applicable laws and regulations;
3. The division of duties and authority among the members of the Board of Directors is determined by the GMS and in the event that the GMS does not determine, the division of duties and authority of the members of the Board of Directors is determined based on the decision of the Board of Directors;

4. Direksi bertanggung jawab penuh dalam melaksanakan tugasnya yang ditujukan untuk kepentingan Bank dalam mencapai maksud dan tujuannya;
5. Bertanggung jawab untuk merumuskan ketercapaian visi, misi, serta strategi jangka pendek, menengah dan jangka panjang Bank melalui koordinasi kerja serta pemantauan kinerja dan prestasi setiap unit kerja;
6. Bertanggung jawab merumuskan arah kebijakan dan sasaran bidang kepatuhan dan manajemen risiko Bank dalam memenuhi seluruh peraturan Otoritas Jasa Keuangan dan peraturan perundang-undangan lain yang berlaku dalam rangka prinsip kehati-hatian;
7. Wajib menindaklanjuti temuan audit dan rekomendasi dari Satuan Kerja Audit Internal (SKAI), auditor eksternal, hasil pengawasan Otoritas Jasa Keuangan atau hasil pengawasan otoritas lain; dan
8. Wajib mempertanggungjawabkan pelaksanaan tugasnya kepada Pemegang Saham melalui RUPS.

Kriteria Anggota Direksi

Berdasarkan Pedoman dan Tata Tertib Kerja Direksi, calon anggota Direksi Bank harus memenuhi kriteria sebagai berikut.

1. Anggota Direksi wajib memenuhi integritas seperti:
   a. Memiliki akhlak dan moral yang baik;
   b. Memiliki komitmen untuk mematuhi peraturan perundang-undangan yang berlaku;
   c. Memiliki komitmen tinggi terhadap pengembangan operasional Bank yang sehat; dan
   d. Tidak termasuk dalam daftar tidak lulus.
2. Kompetensi yang paling kurang terdiri dari:
   a. Pengetahuan di bidang perbankan yang memadai dan relevan dengan jabatannya;
   b. Pengalaman dan keahlian di bidang perbankan atau bidang keuangan; serta
   c. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Bank yang sehat.
3. Reputasi keuangan yang paling kurang yaitu:
   a. Tidak termasuk dalam daftar kredit macet;
   b. Tidak pernah dinyatakan pailit atau menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah dan menyebabkan suatu Bank dinyatakan pailit dalam waktu 5 tahun sebelum dicalonkan.
4. Tidak termasuk dalam daftar orang yang dilarang menjadi Pemegang Saham atau pengurus Bank atau Bank Perkreditan Rakyat sesuai dengan ketentuan yang ditetapkan oleh Otoritas Jasa Keuangan; serta
5. Tidak pernah melakukan tindakan tercela di bidang perbankan, keuangan dan usaha lainnya, tidak pernah dihukum karena terbukti melakukan tindak pidana kejahatan, serta tidak sedang dalam masa pengenaan sanksi untuk dilarang menjadi pengurus Bank atau Bank Perkreditan Rakyat sebagaimana diatur dalam ketentuan penilaian dan kepatutan yang ditetapkan Otoritas Jasa Keuangan.

4. The Board of Directors is fully responsible for carrying out its duties aimed at the interests of the Bank in achieving its goals and objectives;
5. Responsible for formulating the achievement of the Bank's short-term, medium-term, and long-term vision, mission, and strategies through work coordination and monitoring the performance and achievements of each work unit;
6. Responsible for formulating policy directions and targets in the field of compliance and risk management of the Bank in meeting all Financial Services Authority regulations and other applicable laws and regulations in the framework of prudential principles;
7. Obliged to follow up on audit findings and recommendations from the Internal Audit Work Unit (SKAI), external auditors, supervision results of the Financial Services Authority or supervision results of other authorities; and
8. Obliged to account for the implementation of duties to Shareholders through the GMS.

Criteria of Members of Board of Directors

Based on the Board Manual of Board of Directors, prospective members of the Bank's Board of Directors must meet the following criteria.

1. Members of Board of Directors must fulfill integrity, such as:
   a. Possessing good characters and morals;
   b. Committed to complying with the applicable laws and regulations;
   c. Having a high commitment to develop sound Bank operations; and
   d. Not included in fail list.
2. Competencies that at least include:
   a. Adequate knowledge in banking that is relevant to the position;
   b. Experience and expertise in the field of banking or finance; and
   c. Ability to carry out strategic management in the framework of developing a sound Bank.
3. Financial reputation that at least includes:
   a. Not included in the list of non-performing loans;
   b. Never been declared bankrupt or become a member of Board of Directors or a member of Board of Commissioners who is found guilty of causing a bank to be declared bankrupt within 5 years before being nominated.
4. Not included in the list of persons prohibited from becoming Shareholder or management of Banks or Rural Banks, in accordance with the provisions stipulated by the Financial Services Authority; and
5. Never committed a disgraceful act in banking, financial, and other business sectors, never been convicted of a criminal act, and not currently in the period of imposition of sanctions that is prohibited from becoming management of Banks or Rural Banks as stipulated in the provisions of fit and proper test set by the Financial Services Authority.

Jumlah dan Komposisi Direksi

Berikut susunan komposisi Direksi Bank Artha Graha Internasional pada tahun 2019:

Total Number and Composition of Board of Directors

Below is the composition of Bank Artha Graha Internasional's Board of Directors in 2019:

Nama Name	Jabatan Position	Periode Period	Domisili Domicile	Tanggal Pertama Kali Menjabat First Date Serving the Position	Dasar Pengangkatan Basis of Appointment
Andy Kasih	Direktur Utama President Director	2017 – 2020	Jakarta	30 Juni 2008 30 June 2008	• Akta Risalah Rapat Umum Pemegang Saham Tahunan No. 95 tanggal 30 Juni 2008; • Akta Pernyataan Keputusan Rapat No. 5 tanggal 4 Juli 2014; dan • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. • Deed of Minutes of Annual General Meeting of Shareholders No. 95, dated 30 June 2008; • Deed of Meeting Resolutions No. 5 dated 4 July 2014; and • Deed of Meeting Resolutions No. 20, dated 16 June 2017.
Christina Harapan	Wakil Direktur Utama Vice President Director	2018 - 2021	Jakarta	30 Juni 2018 30 June 2018	Akta Pernyataan Keputusan Rapat No. 09 tanggal 17 Juli 2018. Deed of Meeting Resolutions No. 09, dated 17 July 2018.
Indra S Budianto	Direktur Director	2017 – 2020	Jakarta	28 November 2014 28 November 2014	• Akta Pernyataan Keputusan Rapat No. 225 tanggal 28 November 2014; dan • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017. • Deed of Meeting Resolutions No. 225 dated 28 November 2014; and • Deed of Meeting Resolutions No. 20, dated 16 June 2017.
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	2019-2022	Jakarta	28 November 2014 28 November 2014	• Akta Pernyataan Keputusan Rapat No. 225 tanggal 28 November 2014; • Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017; • Akta Pernyataan Keputusan Rapat No. 09 tanggal 17 Juli 2018; dan • Akta Pernyataan Keputusan Rapat No. 09 tanggal 4 Juli 2019. • Deed of Meeting Resolutions No. 225 dated 28 November 2014; • Deed of Meeting Resolutions No. 20 dated 16 June 2017; • Deed of Meeting Resolutions No. 09, dated 17 July 2018; and • Deed of Meeting Resolutions No. 09, dated 4 July 2019.
Indrastomo Nugroho	Direktur Director	2018 - 2021	Jakarta	30 Juni 2018 30 June 2018	Akta Pernyataan Keputusan Rapat No. 09 tanggal 17 Juli 2018. Deed of Meeting Resolutions No. 09, dated 17 July 2018.

Profil Direksi

Profil lengkap anggota Direksi Bank Artha Graha Internasional dapat dilihat di bagian Profil Direksi pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Board of Directors Profile

Complete profile of members of Board of Directors of Bank Artha Graha Internasional can be seen in the Board of Directors Profile section in the Company Profile chapter of this Annual Report.

Penilaian Kemampuan dan Kepatutan Direksi

Setiap anggota Direksi harus memenuhi persyaratan telah lulus penilaian kemampuan dan kepatutan sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan.

Direksi Bank Artha Graha Internasional telah mengikuti uji kemampuan dan kepatutan sebagaimana ditunjukan sebagai berikut.

Fit and Proper Test of the Board of Directors

Each member of the Board of Directors must meet the requirements of passing the fit and proper test in accordance with the provisions of Financial Services Authority Regulation No. 27/POJK.03/2016 on Fit and Proper Test for Main Entity of Financial Services Institution.

The Board of Directors of Bank Artha Graha Internasional has passed the fit and proper test as shown below.

Nama Name	Jabatan Position	No. Surat Letter No.	Tanggal Lulus Uji Kemampuan dan Kepatutan Date of Passing the Fit and Proper Test	Penyelenggara Uji Kemampuan dan Kepatutan Organizers of Fit and Proper Test
Andy Kasih	Direktur Utama President Director	Surat Bank Indonesia No. 10/184/GBI/DPIP/Rahasia Letter of Bank Indonesia No. 10/184/GBI/DPIP/Rahasia	9 Desember 2008 9 December 2008	Bank Indonesia
Christina Harapan	Wakil Direktur Utama Vice President Director	Surat Otoritas Jasa Keuangan No. SR-8/PB.12/2019 Letter of Financial Services Authority No. SR-8/PB.12/2019	9 Januari 2019 9 January 2019	Otoritas Jasa Keuangan Financial Services Authority
Indra S Budianto	Direktur Director	Surat Otoritas Jasa Keuangan No. SR-183/D.03/2015 Letter of Financial Services Authority No. SR-183/D.03/2015	2 Oktober 2015 2 October 2015	Otoritas Jasa Keuangan Financial Services Authority
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	Surat Otoritas Jasa Keuangan No. SR-310/PB.12/2019 Letter of Financial Services Authority No. SR-35/D.03/2015	20 November 2019 20 November 2019	Otoritas Jasa Keuangan Financial Services Authority
Indrastomo Nugroho	Direktur Director	Surat Otoritas Jasa Keuangan No. SR-123/PB.12/2019 Letter of Financial Services Authority No. SR-123/PB.12/2019	15 Mei 2019 15 May 2019	Otoritas Jasa Keuangan Financial Services Authority

Kebijakan Keberagaman Komposisi Direksi

Komposisi Direksi Bank Artha Graha Internasional telah memperhatikan keberagaman seperti keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan kebijakan yang tercantum dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Diversity Policy of the Composition of Board of Directors

The composition of Board of Directors of Bank Artha Graha Internasional has paid attention to diversity such as expertise, knowledge, and experience needed in accordance with the policies listed in the Appendix of Financial Services Authority Circular No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance for Public Company.

Berikut uraian keberagaman Direksi Bank Artha Graha Internasional mengenai usia, jenis kelamin, pengalaman kerja, serta pendidikan dan keahlian:

The following describes the diversity of the Board of Directors of Bank Artha Graha Internasional regarding age, gender, work experience, as well as education and expertise:

Keberagaman Komposisi Diversity in the Composition	Uraian Description
Usia Age	Rata-rata usia Direksi berada pada usia yang memungkinkan seseorang untuk terus bekerja dan berkarya, yaitu antara 42-65 tahun. The average age of members of Board of Directors allows them to continue working and performing, which is between 42-65 years old.
Jenis Kelamin Gender	Perseroan memiliki 1 anggota Direksi yang berjenis kelamin perempuan. The Company only has 1 female member of the Board of Directors.
Pengalaman Kerja Work Experience	Pihak yang ditunjuk sebagai anggota Direksi memiliki pengalaman di berbagai bidang, seperti akuntan, keuangan, IT, manajemen risiko, dan jabatan lainnya di industri perbankan. Parties appointed as members of the Board of Directors have experience in various fields, such as accounting, finance, IT, risk management, and other positions in the banking industry.
Pendidikan dan Keahlian Education and Expertise	Latar belakang pendidikan Direksi beragam, mulai dari lulusan S1 hingga S2, dengan kompetensi di bidang Ekonomi, Bisnis Administrasi, Pertahanan, dan Manajemen. The educational backgrounds of the Board of Directors vary from undergraduate to postgraduate degrees, with competencies in Economics, Business Administration, Defense, and Management.

Komposisi Direksi telah memenuhi unsur keberagaman, yaitu perpaduan dari sisi usia, jenis kelamin, pengalaman kerja, serta pendidikan dan keahlian.

The composition of Board of Directors has fulfilled the element of diversity, which is a combination of age, gender, work experience, as well as education and expertise.

Hubungan Afiliasi Direksi

Hubungan afiliasi antara anggota Direksi, Dewan Komisaris, serta Pemegang Saham Utama dan pengendali, yang meliputi:

1. Hubungan afiliasi antara anggota Direksi dan anggota Direksi lainnya;
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris; serta
3. Hubungan afiliasi antara anggota Direksi dan Pemegang Saham Utama dan pengendali.

Affiliation Relationship of Board of Directors

Affiliation relationship between members of Board of Directors, Board of Commissioners, and Main and Controlling Shareholders includes:

1. Affiliation relationship between a member of Board of Directors and other members of Board of Directors;
2. Affiliation relationship between members of Board of Directors and members of Board of Commissioners; and
3. Affiliation relationship between members of Board of Directors and Main and Controlling Shareholders.

Aspek independensi anggota Direksi senantiasa diperhatikan oleh Bank Artha Graha Internasional untuk mencegah terjadinya benturan kepentingan dalam pelaksanaan tugas dan tanggung jawab. Berikut tabel hubungan afiliasi antara anggota Direksi dengan Dewan Komisaris serta Pemegang Saham Utama dan Pengendali:

The independence aspect of members of Board of Directors is always under attention of Bank Artha Graha Internasional to prevent conflicts of interest in carrying out the duties and responsibilities. Below is the table of affiliation relationship among members of Board of Directors, members of Board of Commissioners, and Main and Controlling Shareholders:

Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Relationship With			Hubungan Keluarga dengan Family Relationship With			Hubungan Kepemilikan dengan Ownership Relationship With		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders
Andy Kasih	Direktur Utama President Director	×	×	×	×	×	×	×	×	×
Christina Harapan	Wakil Direktur Utama Vice President Director	×	×	×	×	×	×	×	×	×
Indra S Budianto	Direktur Director	×	×	×	×	×	×	×	×	×
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	×	×	×	×	×	×	×	×	×
Indrastomo Nugroho	Direktur Director	×	×	×	×	×	×	×	×	×

Independensi Direksi

Seluruh Direksi Bank Artha Graha Internasional senantiasa mengedepankan prinsip independensi dalam setiap pelaksanaan tugas dan tanggung jawab. Bank juga menjamin seluruh Direksi tidak memiliki benturan kepentingan yang dapat menimbulkan kerugian bagi Bank. Hal ini selaras dengan isi Pedoman dan Tata Tertib Kerja Direksi Bank.

Board of Director's Independence

All members of Board of Directors of Bank Artha Graha Internasional always prioritize the principle of independence in every implementation of their duties and responsibilities. The Bank also guarantees that all members of Board of Directors do not have a conflict of interest that could cause harm to the Bank. This is in line with the contents of the Bank's Board Manual of Board of Directors.

Ruang Lingkup Pekerjaan dan Tanggung Jawab Masing-Masing Anggota Direksi

Anggota Direksi memiliki ruang lingkup pembagian tugas dan tanggung jawab masing-masing yang meliputi:

Scope of Work and Responsibilities of Each Member of Board of Directors

Each member of the Board of Directors has a scope of duties and responsibilities as follows:

Nama Name	Jabatan Position	Tanggung Jawab Responsibility
Andy Kasih	Direktur Utama President Director	• Mengoordinasikan pelaksanaan pengurusan Bank sesuai yang ditetapkan dalam Anggaran Dasar dan keputusan RUPS dengan memperhatikan ketentuan yang berlaku; • Mengoordinasikan, mengarahkan, dan melakukan supervisi direktorat-direktorat dalam Bank secara berkesinambungan sesuai dengan bidangnya masing-masing agar berjalan dengan lancar, efektif, efisien, dan tetap dalam strategi jangka panjang Bank; • Mengarahkan proses-proses perubahan yang diperlukan untuk memenuhi tantangan persaingan pasar dengan mendorong unit bisnis memasarkan produk dan jasa dengan lebih dinamis dan kompetitif, dengan pengkajian yang komprehensif dari Direktorat *Risk Management* dan Kepatuhan; • Meningkatkan citra Bank di tingkat nasional dan internasional serta turut membina hubungan baik dengan bank koresponden, *investment* bank, lembaga keuangan, nasabah, dan otoritas moneter, baik di dalam maupun di luar negeri; • Bertanggung jawab atas bidang Operasi; • Bertanggung jawab atas bidang Audit Internal; dan • Bertanggung jawab atas bidang SDM dan *General Affairs.* • Coordinating the management of the Bank as set out in the Articles of Association and the GMS resolutions by observing the applicable provisions; • Coordinating, directing, and supervising the directorates in the Bank on an ongoing basis in accordance with the respective field so that they run smoothly, effectively, efficiently, and remains in the Bank's long-term strategy; • Directing the change process needed to meet the challenges of market competition by encouraging business units to market products and services more dynamically and competitively, with a comprehensive assessment from the Risk Management and Compliance Directorate; • Improving the Bank's image at national and international level and also fostering good relationship with correspondent banks, investment banks, financial institutions, customers, and monetary authorities, both at home and abroad; • Responsible for Operations; • Responsible for Internal Audit; and • Responsible for HR and General Affairs.
Christina Harapan	Wakil Direktur Utama Vice President Director	• Bersama-sama dengan Direktur Utama mengoordinasikan pelaksanaan pengurusan Bank sesuai penetapan dalam Anggaran Dasar dan keputusan RUPS, dengan memperhatikan ketentuan yang berlaku; • Bersama-sama dengan Direktur Utama mengoordinasikan, mengarahkan, serta melakukan supervisi Direktorat-Direktorat dalam Bank secara berkesinambungan sesuai dengan bidangnya masing-masing agar berjalan dengan lancar, efektif, efisien, dan tetap dalam strategi jangka panjang Bank; • Bersama-sama dengan Direktur Utama meningkatkan citra Bank di tingkat nasional dan internasional, serta turut membina hubungan baik dengan bank koresponden, *investment* bank, lembaga keuangan, nasabah, dan otoritas moneter, baik di dalam maupun di luar negeri; • Bersama-sama dengan Direktur Utama mengoordinasikan pelaksanaan kegiatan dalam mengarahkan dan membina jaringan kantor untuk mencapai target pangsa pasar dan meningkatkan volume bisnis (dana dan kredit); • Bertanggung jawab atas bidang *Treasury* dan *Financial Institution*; serta • Bertanggung jawab atas bidang Bisnis 1, 2, dan 3. • Working together with the President Director in coordinating the management of the Bank as set out in the Articles of Association and the GMS resolutions, by observing the applicable provisions; • Working together with the President Director in coordinating, directing, and supervising the directorates in the Bank on an ongoing basis in accordance with the respective field so that they run smoothly, effectively, efficiently, and remains in the Bank's long-term strategy; • Working together with the President Director in improving the Bank's image at national and international level and also fostering good relationship with correspondent banks, investment banks, financial institutions, customers, and monetary authorities, both at home and abroad; • Working together with the President Director in coordinating the implementation of activities in directing and fostering office networks to achieve the target market share and increase business volume (funds and loans); • Responsible for Treasury and Financial Institution; and • Responsible for Business 1, 2, and 3.

Nama Name	Jabatan Position	Tanggung Jawab Responsibility
Indra S Budianto	Direktur Director	• Bertanggung jawab atas bidang Sekretaris Perusahaan; • Bertanggung jawab atas bidang Hukum; • Bertanggung jawab atas bidang Remedial dan Penagihan; • Bertanggung jawab atas bidang SAM dan Restrukturisasi; serta • Bertanggung jawab atas bidang Kredit Litigasi. • Responsible for Corporate Secretary; • Responsible for Legal; • Responsible for Remedial and Collection; • Responsible for SAM and Restructuring; and • Responsible for Litigation Credit.
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	• Bertanggung atas bidang Kepatuhan; • Bertanggung jawab atas bidang Anti *Fraud* dan APU-PPT; • Bertanggung jawab atas bidang Manajemen Risiko Kredit; serta • Bertanggung jawab atas bidang Manajemen Non Risiko Kredit. • Responsible for Compliance; • Responsible for Anti-Fraud and APU-PPT; • Responsible for Credit Risk Management; and • Responsible for Non-Credit Risk Management.
Indrastomo Nugroho	Direktur Director	• Bertanggung jawab atas bidang Pengembangan Produk dan *Marketing Communication;* serta • Bertanggung jawab atas bidang Perbankan Digital dan Teknologi Informasi. • Responsible for Product Development and Marketing Communication; and • Responsible for Digital Banking and Information Technology.

Rapat Direksi

Pelaksanaan rapat Direksi Bank Artha Graha Internasional telah tercantum dalam Pedoman Tata Tertib Direksi Bank. Rapat Direksi wajib dilakukan paling sedikit kurang dari 1 kali dalam setiap bulan, sedangkan rapat dengan Dewan Komisaris wajib dilaksanakan paling sedikit 1 kali dalam 4 bulan. Rapat bersama Dewan Komisaris tersebut dapat dilakukan sewaktu-waktu apabila dianggap perlu oleh salah satu anggota Dewan Komisaris.

Board of Directors Meeting

Bank Artha Graha Internasional Board of Directors meetings are outlined in the Bank's Board Manual of Board of Directors. Board of Directors meetings must be held at least once a month, while joint meetings with the Board of Commissioners must be held at least once every 4 months. Joint meetings with the Board of Commissioners can be held at any time deemed necessary by one member of the Board of Commissioners.

Frekuensi dan Kehadiran Rapat

Rapat Direksi Bank Artha Graha Internasional di tahun 2019 telah dilaksanakan 22 kali. Berikut frekuensi kehadiran Direksi dalam rapat:

Meeting Frequency and Attendance

In 2019, the Board of Directors of Bank Artha Graha Internasional held 22 meetings. The frequency and attendance of Board of Directors in the meetings are as follows.

Nama Name	Jabatan Position	Rapat Internal Direksi Board of Directors Internal Meeting			Rapat Gabungan dengan Dewan Komisaris Joint Meeting with Board of Commissioners		
		Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance
Andy Kasih	Direktur Utama President Director	22	22	100.00	12	10	83.33
Christina Harapan	Wakil Direktur Utama Vice President Director	22	16	72.73	12	12	100.00
Indra S Budianto	Direktur Director	22	5	22.73	12	9	75.00
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	22	19	86.36	12	12	100.00
Indrastomo Nugroho	Direktur Director	22	21	95.45	12	12	100.00

Agenda Rapat Direksi

Selama tahun 2019, rapat Direksi Bank Artha Graha Internasional memiliki agenda rapat sebagai berikut.

1. Realisasi angka utama setiap bulan;
2. Kinerja kantor cabang setiap bulan;
3. Pelaksanaan kepatuhan Bank;
4. Rencana Bisnis Bank; dan
5. Debitur Inti Bank.

Program Orientasi bagi Direksi Baru

Sama halnya dengan anggota Dewan Komisaris yang baru, Direksi baru juga wajib mengikuti program orientasi yang dikhususkan untuk Direksi yang baru menjabat. Program ini bertujuan untuk mengenalkan visi, misi, nilai budaya, lingkungan kerja, serta tugas dan tanggung jawab yang dimiliki oleh Direksi baru.

Pengembangan Kompetensi Direksi

Pada tahun 2019, Direksi telah mengikuti beberapa program peningkatan kompetensi. Program yang diikuti meliputi pelatihan, *workshop*, konferensi, dan seminar, sebagaimana terdapat pada tabel berikut.

Board of Directors Meeting Agenda

Throughout 2019, Bank Artha Graha Internasional Board of Directors meeting had the following agenda.

1. Monthly realization of main figures;
2. Monthly branch office performance;
3. Bank's Compliance Function;
4. Bank's Business Plan; and
5. Bank's Core Debtor.

Orientation Program for New Director

Similar to new member of Board of Commissioners, new member of Board of Directors must also attend an orientation program specifically for newly appointed Director. This program aims to introduce the vision, mission, cultural values, work environment, and the duties and responsibilities of the new Director.

Competence Development of the Board of Directors

In 2019, the Board of Directors participated in several competency development programs. The programs attended included trainings, workshops, conferences, and seminars, as explained in the following table.

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Andy Kasih	Direktur Utama President Director	Sosialisasi *National Risk Assessment* Dissemination of National Risk Assessment	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) Financial Transaction Reporting and Analysis Center (PPATK)	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
		Conflict Management: Coaching Approach	Cherish Indonesia	Jakarta, 27 September 2019 Jakarta, 27 September 2019
		Tata Cara Membangun *Fraud* Investigator (Internal) dan Menguji Efektifitas Implementasi *Anti Fraud* Procedures for Developing Investigators (Internal) and Testing the Effectiveness of Anti-Fraud Implementation	Risk Management	Yogyakarta, 9-10 Oktober 2019 Yogyakarta, 9-10 October 2019
		Sosialisasi Uji Kelayakan dan Kepatutan dan Peninjauan Kembali Pihak Utama Dissemination of Due Diligence and Review of Main Party	Internal	Jakarta, 4 November 2019 Jakarta, 4 November 2019

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Christina Harapan	Wakil Direktur Utama Vice President Director	Sosialisasi *National Risk Assessment* Dissemination of National Risk Assessment	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) Financial Transaction Reporting and Analysis Center (PPATK)	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
		Sosialisasi *Anti Fraud* Dissemination of Anti Fraud	Internal	Jakarta, 7 Mei 2019 Jakarta, 7 May 2019
		Study Banding 360 Finance 360 Finance Comparative Study	360 Finance	Beijing-Shanghai, 26-31 Mei 2019 Beijing-Shanghai, 26-31 May 2019
		Study Banding WEBank WEBank Comparative Study	WeBank	Shenzen, 15-18 Juli 2019 Shenzen, 15-18 July 2019
		Pembekalan Sertifikasi *Treasury Dealer Lev. Advance* Briefing for Treasury Dealer Certification Advance Level	ACI FMA	Jakarta, 12 Oktober 2019 Jakarta, 12 October 2019
		Dampak Implementasi PSAK 71, 72, 73: Pengendalian Risiko oleh Manajemen Risiko, Kepatuhan, SKAI dan Komite (Menuju Pelaporan Rencana Bisnis dan Implementasi 1 Januari 2020) Impact of Implementation of PSAK 71, 72, 73 Risk Control by Risk Management, Compliance, Internal Audit Work Unit, and Committees (Towards Reporting on Business Plans and Implementation of 1 January 2020)	Risk Management Guard	Jakarta, 30-31 Oktober 2019 Jakarta, 30-31 October 2019
Indra S Budianto	Direktur Director	*Refreshment Risk Management and General Banking Program: Cyber Security Awareness In Industry 4.0* Refreshment of Risk Management and General Banking Program: Cyber Security Awareness in Industry 4.0	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)	Jakarta, 21 Mei 2019 Jakarta, 21 May 2019
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	Sosialisasi *National Risk Assessment* Dissemination of National Risk Assessment	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) Financial Transaction Reporting and Analysis Center (PPATK)	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
		Refreshment Program: APU-PPT dan Parameter *Risk Management* Refreshment Program: APU-PPT and Risk Management Parameters	Risk Management Guard	Jakarta, 24-25 Juli 2019 Jakarta, 24-25 July 2019
		Workshop Kontrol : *Banking Crime and Mitigation, Empowering Control to Minimize Fraud* Workshop of Control: Banking Crime and Mitigation, Empowering Control to Minimize Fraud	Asanka Kreasi Mandiri	Jakarta, 31 Oktober 2019 Jakarta, 31 October 2019
		Sosialisasi Uji Kelayakan dan Kepatutan dan Peninjauan Kembali Pihak Utama Dissemination of Due Diligence and Review of Main Party	Internal	Jakarta, 4 November 2019 Jakarta, 4 November 2019

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/ Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Indrastomo Nugroho	Direktur Director	Sosialisasi *National Risk Assessment* Dissemination of National Risk Assessment	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) Financial Transaction Reporting and Analysis Center (PPATK)	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
		Leadership Keys for Digital Transformation	Ikatan Bankir Indonesia (IBI) Indonesia's Bankers Association	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
		Study Banding 360 Finance 360 Finance Comparative Study	360 Finance	Beijing-Shanghai, 26-31 Mei 2019 Beijing-Shanghai, 26-31 May 2019
		Study Banding WEBank WEBank Comparative Study	WeBank	Shenzen, 15-18 Juli 2019 Shenzen, 15-18 July 2019
		Sosialisasi Uji Kelayakan dan Kepatutan dan Peninjauan Kembali Pihak Utama Dissemination of Due Diligence and Review of Main Party	Internal	Jakarta, 4 November 2019 Jakarta, 4 November 2019
		The Future of Digital Financial Ecosystem	Lembaga Pengembangan Perbankan Indonesia (LPPI) Indonesian Banking Development Institute (LPPI)	Jakarta, 5 November 2019 Jakarta, 5 November 2019

Sertifikasi Manajemen Risiko

Berdasarkan Peraturan Bank Indonesia No. 11/19/PBI/2009 tentang Sertifikasi Manajemen Risiko bagi Pengurus dan Penjabat Bank Umum, Direksi Bank wajib memiliki Sertifikat Manajemen Risiko, minimal tingkat 4 dan 5. Sertifikat tersebut menjadi salah satu indikator dalam penilaian *fit and proper test* yang harus dijalani oleh Direksi yang akan menjabat.

Pada tahun 2019, Direksi yang telah lulus sertifikasi manajemen risiko sebagai berikut.

Risk Management Certification

Based on Bank Indonesia Regulation No. 11/19/PBI/2009 on Risk Management Certification for Managers and Officers of Commercial Banks, the Bank's Board of Directors must have Risk Management Certificate of at least level 4 and 5. The certificate becomes one of the indicators in the fit and proper test assessment that must be undertaken by the Board of Directors who will serve.

In 2019, the Board of Directors who passed the risk management certification are as follows.

Nama Name	Jabatan Position	Sertifikasi Manajemen Risiko Risk Management Certification	Penyelenggara Organizer
Andy Kasih	Direktur Utama President Director	Level 5	Badan Sertifikasi Manajemen Risiko (BSMR) Risk Management Certification Agency
Christina Harapan	Wakil Direktur Utama Vice President Director	Level 5	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)
Indra S Budianto	Direktur Director	Level 5	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)
Anas Latief	Direktur Kepatuhan dan Independen Director of Compliance and Independent	Level 5	Badan Sertifikasi Manajemen Risiko (BSMR) Risk Management Certification Agency
Indrastomo Nugroho	Direktur Director	Level 5	Lembaga Sertifikasi Profesi Perbankan (LSPP) Banking Profession Certification Institution (LSPP)

Penilaian Kinerja Direksi

Prosedur Pelaksanaan Penilaian Kinerja Direksi

Pelaksanaan penilaian kinerja Direksi dilakukan melalui penyampaian usulan persetujuan atas pencapaian kinerja Direksi Bank pada RUPS. Pelaporan tersebut akan ditinjau dan disetujui RUPS dengan memberikan pembebasan tanggung jawab sepenuhnya kepada Direksi atas pengurusan yang telah dijalankan selama satu periode yang tercermin dalam Laporan Tahunan. Selain itu, kinerja Direksi juga dinilai melalui *self assessment* GCG yang dilakukan oleh Direktorat Kepatuhan.

Kriteria Penilaian Kinerja Direksi

Kriteria penilaian kinerja Direksi Bank Artha Graha Internasional mencakup pada pencapaian target dalam rencana bisnis bank (RBB). Indikator lainnya adalah dengan mempertimbangkan hasil *self assessment* GCG untuk aspek Direksi, yaitu 16 indikator *governance structure*, 14 indikator *governance process*, dan 10 indikator *governance outcome*. Indikator tersebut telah sesuai dengan Lampiran III Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum.

Pihak yang Melakukan Penilaian

Penilaian terhadap Direksi Bank Artha Graha Internasional dilaksanakan oleh RUPS dan Dewan Komisaris.

Hasil Penilaian Kinerja Direksi

Hasil penilaian terhadap kinerja Direksi Bank Artha Graha Internasional pada tahun 2019 telah menunjukkan hasil yang sangat baik dan telah memenuhi indikator penilaian yang ditetapkan.

Penilaian Kinerja Komite di Bawah Direksi

Selain penilaian kinerja Direksi, kinerja komite di bawah Direksi juga dievaluasi, yang dilakukan melalui evaluasi pemenuhan tugas dan tanggung jawab pada setiap akhir periode.

Pada tahun 2019, Komite Kredit, Komite ALCO, Komite Manajeme Risiko, dan Komite Pengarah Teknologi Informasi telah memberikan kinerja yang baik dengan melaksanakan tugas dan tanggung jawab masing-masing, sejalan dengan strategi dan Rencana Bisnis Bank.

Performance Assessment of Board of Directors

Procedure to Implement Board of Directors Performance Assessment

The Board of Directors performance is assessed by submitting proposals for approval of the Bank's Board of Directors performance achievement at the GMS. The report will be reviewed and approved by the GMS by giving full discharge of responsibility to the Board of Directors for the management that has been carried out for one period as reflected in the Annual Report. In addition, the Board of Directors performance is also assessed through GCG self-assessment conducted by the Compliance Directorate.

Board of Directors Performance Assessment Criteria

The criteria for assessing performance of the Board of Directors of Bank Artha Graha Internasional include the achievement of targets set in the Bank's Business Plan (RBB). Other indicators are by considering GCG self-assessment results for aspects of Board of Directors, namely 16 governance structure indicators, 14 governance process indicators, and 10 governance outcome indicators. These indicators are in accordance with Appendix III of the Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 on Implementation of Good Corporate Governance for Commercial Banks.

Assessor

Assessment of the Board of Directors of Bank Artha Graha Internasional is carried out by the GMS and the Board of Commissioners.

Board of Directors Performance Assessment Result

The performance assessment results of Board of Directors of Bank Artha Graha Internasional in 2019 showed excellent results and met the established assessment indicators.

Performance Assessment of Committees Under the Board of Directors

In addition to assessing the Board of Directors' performance, the performance of committees under the Board of Directors is also evaluated, by evaluating the fulfillment of duties and responsibilities at the end of each period.

In 2019, the Credit Committee, ALCO Committee, Risk Management Committee, and Information Technology Steering Committee performed well by carrying out their respective duties and responsibilities, in line with the Bank's strategy and Business Plan.

Mekanisme Pengunduran Diri dan Pemberhentian Direksi

Mekanisme terkait pengunduran diri dan pemberhentian Direksi Bank Artha Graha Internasional telah diatur dalam Pedoman dan Tata Tertib Kerja Direksi dengan tahapan sebagai berikut.

1. Seorang anggota Direksi berhak mengundurkan diri dari jabatannya, dan wajib menyampaikan permohonan pengunduran diri tersebut kepada Bank mengenai maksudnya itu sekurangnya 90 hari sebelum tanggal pengunduran dirinya;
2. Bank wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Direksi dalam jangka waktu paling lambat 90 hari setelah diterimanya surat pengunduran diri tersebut;
3. Kepada anggota Direksi yang mengundurkan diri sebagaimana tersebut tetap dapat dimintakan pertanggungjawabannya sejak pengangkatan yang bersangkutan sampai dengan pengunduran dirinya dalam RUPS berikutnya;
4. Bank wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan hal tersebut kepada Otoritas Jasa Keuangan paling lambat 2 hari kerja setelah:
   a. Diterimanya permohonan pengunduran diri Direksi; dan
   b. Diterimanya keputusan atas hasil penyelenggaraan RUPS mengenai permohonan pengunduran diri anggota Direksi;
5. Masa jabatan anggota Direksi dengan sendirinya berakhir apabila anggota Direksi tersebut:
   a. Mengundurkan diri dengan pemberitahuan secara tertulis;
   b. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku;
   c. Meninggal dunia;
   d. Diberhentikan berdasarkan keputusan RUPS; dan
   e. Dinyatakan pailit atau berada di bawah pengampunan berdasarkan suatu penetapan pengadilan.
6. Dalam hal terdapat anggota Direksi yang diberhentikan untuk sementara, Dewan Komisaris harus menyelenggarakan RUPS untuk mencabut atau menguatkan keputusan pemberhentian sementara tersebut.

Mechanism of Resignation and Dismissal of Board of Directors

Mechanism related to resignation and dismissal of the Board of Directors of Bank Artha Graha Internasional is regulated in the Board Manual of Board of Directors, which is explained as follows.

1. A member of the Board of Directors has the right to resign from the position and must submit a request for resignation to the Bank regarding this intention at least 90 days before the resignation date;
2. The Bank must hold a GMS to resolve on the request for resignation of a member of the Board of Directors within a period of no later than 90 days after receiving the resignation letter.
3. The resigning member of Board of Directors can still be held accountable since the related appointment to the resignation date in the next GMS to be held;
4. The Bank must disclose the information to the public and submit this matter to the Financial Services Authority no later than 2 working days after:
   a. Receiving of the resignation request from the Director; and
   b. Adopting the resolution of the GMS on the resignation request of the Director;
5. The term of office of a member of the Board of Directors automatically ends if the member of the Board of Directors:
   a. Resigns with written notice;
   b. No longer meets the requirements of the applicable laws and regulations;
   c. Pass away;
   d. Is dismissed based on the GMS resolution; and
   e. Is declared bankrupt or is placed under custody based on a court verdict.
6. In the event that a member of the Board of Directors is temporarily dismissed, the Board of Commissioners must hold a GMS to revoke or confirm the resolution of the temporary dismissal.

Kebijakan Remunerasi Dewan Komisaris dan Direksi
Remuneration Policy of Board of Commissioners and Board of Directors

Kebijakan remunerasi bagi Direksi ditinjau secara berkala dan direkomendasikan oleh Komite Remunerasi dan Nominasi kepada Dewan Komisaris untuk disetujui pada RUPS. Selanjutnya, remunerasi yang telah disetujui RUPS akan didelegasikan implementasinya kepada Dewan Komisaris.

Sama halnya dengan Direksi, Dewan Komisaris juga ditinjau dan direkomendasikan oleh Komite Remunerasi dan Nominasi. Adapun penentuan dan penyetujuannya dilakukan oleh RUPS.

Dasar Penetapan Remunerasi Dewan Komisaris dan Direksi

Bank Artha Graha Internasional menetapkan remunerasi Dewan Komisaris dan Direksi berdasarkan Peraturan Otoritas Jasa Keuangan No. 45/POJK.03/2015 dan Surat Edaran Otoritas Jasa Keuangan No. 40/SEOJK.03/2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum.

Pengungkapan Prosedur Pengusulan dan Penetapan Remunerasi Dewan Komisaris dan Direksi

Prosedur pengusulan dan penetapan remunerasi Dewan Komisaris dan Direksi Bank Artha Graha Internasional ditunjukan sebagai berikut.

The remuneration policy for the Board of Directors is periodically reviewed and recommended by the Remuneration and Nomination Committee to the Board of Commissioners for approval at the GMS. Afterwards, the implementation of remuneration that has been approved by the GMS will be delegated to the Board of Commissioners.

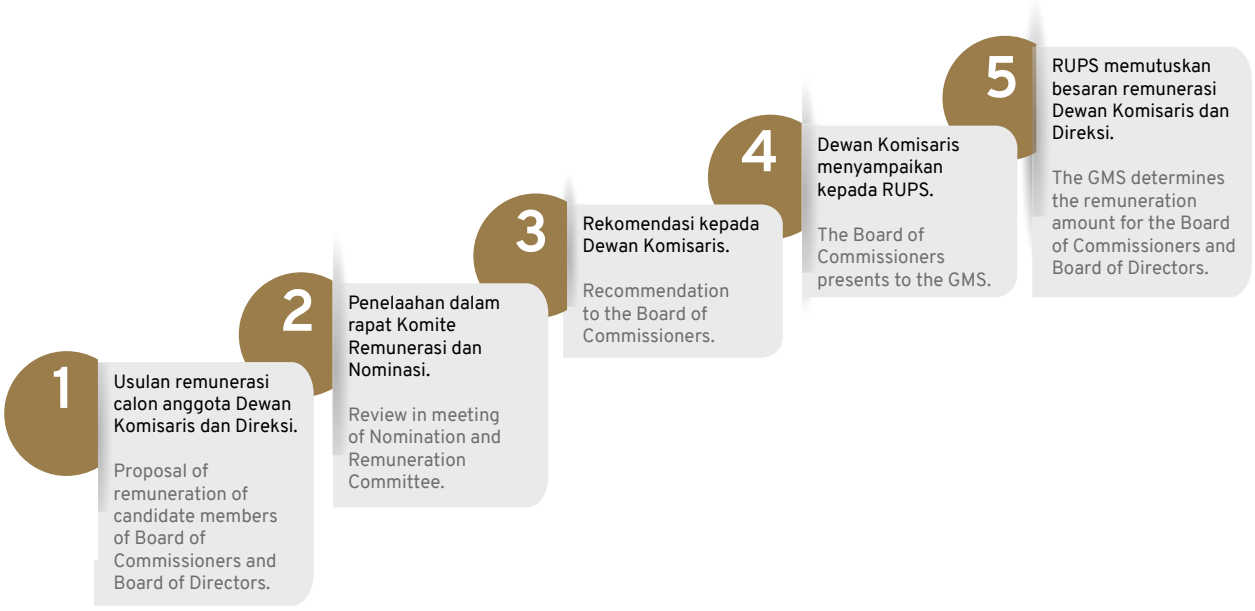
Similar to the that of Board of Directors, the remuneration of Board of Commissioners is also reviewed and recommended by the Remuneration and Nomination Committee. The determination and approval is carried out by the GMS.

Basis of Determining Remuneration of Board of Commissioners and Board of Directors

Bank Artha Graha Internasional determines the remuneration of Board of Commissioners and Board of Directors based on Financial Services Authority Regulation No. 45/POJK.03/2015 and Financial Services Authority Circular No. 40/SEOJK.03/2016 on Implementation of Governance in Providing Remuneration for Commercial Banks.

Disclosure of Procedure to Propose and Determine the Remuneration of Board of Commissioners and Board of Directors

Procedure to propose and determine the remuneration of Board of Commissioners and Board of Directors of Bank Artha Graha Internasional is shown below.



Pengungkapan Indikator Penetapan Remunerasi Dewan Komisaris dan Direksi

Remunerasi Dewan Komisaris dan Direksi Bank Artha Graha Internasional ditetapkan berdasarkan indikator kinerja Bank dan pencapaian individual sebagai berikut.

1. Kinerja keuangan dan pemenuhan cadangan, sebagaimana diatur dalam peraturan perundang-undangan;
2. Prestasi kerja individu;
3. Kewajaran dengan *peer group*; serta
4. Pertimbangan dan strategi jangka panjang Bank.

Penangguhan atau Penarikan Kembali Remunerasi Dewan Komisaris dan Direksi

Penangguhan atau penarikan kembali remunerasi Dewan Komisaris dan Direksi berlaku apabila Bank mengalami kerugian. Kerugian tersebut menyebabkan Bank tidak dapat membagikan remunerasi secara penuh ataupun yang bersifat variabel dengan nilai yang relatif kecil. Hal ini sebagaimana diatur dalam peraturan pemberian remunerasi bagi Bank Umum.

Selain itu, Bank juga wajib menangguhkan pembayaran remunerasi Dewan Komisaris dan Direksi yang bersifat variabel (*malus*) atau menarik kembali remunerasi yang bersifat variabel yang sudah dibayarkan *(clawback)*, jika kondisi Bank mengalami kerugian. Kerugian yang dimaksud dalam hal ini adalah yang berdampak negatif terhadap keuangan Bank, seperti *fraud* yang dilakukan oleh pihak yang menjadi material *risk takers* sehingga merugikan Bank, atau kondisi lainnya.

Penangguhan dapat dilaksanakan dengan jangka waktu minimal selama 3 tahun dan dapat disesuaikan menjadi lebih panjang, sesuai dengan jangka waktu risiko. Apabila hal tersebut terjadi, maka Dewan Komisaris dan Direksi dilarang melakukan tindakan lindung nilai atas remunerasi yang bersifat variabel yang ditangguhkan.

Kaitan Remunerasi Dewan Komisaris dan Direksi dengan Risiko dan Kinerja

Remunerasi Dewan Komisaris dan Direksi erat kaitannya dengan risiko dan kinerja Bank, sebagaimana telah dijelaskan dalam penangguhan atau penarikan kembali remunerasi Dewan Komisaris dan Direksi. Risiko-risiko akan selalu ada, akan tetapi tergantung dari seberapa besar dampak yang ditimbulkan dan lamanya jangka waktu risiko tersebut.

Disclosure of Indicator to Determine Remuneration of Board of Commissioners and Board of Directors

Remuneration of the Board of Commissioners and Board of Directors of Bank Artha Graha Internasional is determined based on the Bank's performance indicators and individual achievements as follows.

1. Financial performance and fulfillment of reserve as stipulated in laws and regulations;
2. Individual work achievement;
3. Reasonableness with peer group; and
4. Consideration and the Bank's long-term strategies.

Deferral or Withdrawal of Remuneration of Board of Commissioners and Board of Directors

Deferral or Withdrawal of Remuneration of Board of Commissioners and Board of Directors shall apply in the event that the Bank experience a loss. This loss causes the Bank to not be able to distribute remuneration in full or the variable one with a relatively small value. This is as regulated in the provision of remuneration for Commercial Banks.

In addition, the Bank must also defer payment of remuneration of Board of Commissioners and Board of Directors that are variable (malus) or withdraw variable remuneration that has been paid (clawback), if the Bank suffers losses. The losses referred to in this matter are those that have a negative impact on the Bank's finances, such as fraud committed by parties who become material risk takers to the detriment of the Bank, or other conditions.

Deferral can be implemented with a minimum term of 3 years and can be adjusted to be longer, according to the period of risk. If this happens, the Board of Commissioners and Board of Directors are prohibited from hedging the deferred variable remuneration.

Correlation Between the Board of Commissioners and Board of Directors' Remuneration with Risk and Performance

The remuneration of Board of Commissioners and Board of Directors is closely related to the risk and performance of the Bank, as explained in the deferral or withdrawal of the remuneration of Board of Commissioners and Board of Directors. The risks will always be there, but it depends on how big the impact they cause and length of time of such risk is.

Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris dan Direksi Bank Artha Graha Internasional terdiri dari honorarium, benefit yang sesuai dengan ketentuan Bank yang besarannya diberikan sesuai dengan peraturan yang ada.

Remuneration Structure of Board of Commissioners and Board of Directors

The remuneration structure of the Board of Commissioners and Board of Directors of Bank Artha Graha Internasional consists of honorarium, benefits in accordance with the provisions of the Bank, the amount of which is given in accordance with the existing regulations.

Jumlah Nominal per Komponen Remunerasi Dewan Komisaris dan Direksi

Pada tahun 2019, jumlah besaran remunerasi yang diberikan kepada Dewan Komisaris dan Direksi Bank Artha Graha Internasional ditunjukan sebagai berikut.

Total Nominal per Component of Remuneration of Board of Commissioners and Board of Directors

In 2019, the remuneration amount received by the Board of Commissioners and Board of Directors of Bank Artha Graha Internasional is as follows.

Jenis Remunerasi Types of Remuneration	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	Orang People	Total (jutaan Rupiah) Total (million Rupiah)	Orang People	Total (jutaan Rupiah) Total (million Rupiah)
Remunerasi (gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk nonnatura). Remuneration (salary, bonuses, routine benefits, bonuses, and other facilities in the form of non-nature).	7	18,108	8	18,657
Fasilitas lain dalam bentuk natura (perumahan, transportasi dan sebagainya) dalam ekuivalen Rupiah yang: a. Dapat dimiliki; serta b. Tidak dimiliki; • Perumahan; • Transportasi; dan • Asuransi. Other facilities in kind/natura (housing, transportation, etc.) in Rupiah equivalent that are: a. Owned; and b. Not owned; • Housing; • Transportation; and • Insurance.	- - 4 -	- - 1,.496 -	- - 7 -	- - 1,392-

Untuk kisaran jumlah tingkat remunerasi yang diterima Dewan Komisaris dan Direksi dalam 1 tahun ditunjukan sebagai berikut.

The range of nominal amount of remuneration received by the Board of Commissioners and Board of Directors is as follows.

Jumlah Remunerasi Total Remuneration	Jumlah Dewan Komisaris (orang) Total Board of Commissioners (people)	Jumlah Direksi (orang) Total Board of Directors (people)
Di atas Rp2 miliar Above Rp2 Billion	4	4
Rp1 miliar – Rp2 miliar Rp1 billion – Rp2 billion	3	4
Rp500 juta – Rp1 miliar Rp500 million – Rp1 billion	-	-
Di bawah Rp500 juta Below Rp500 Million	-	-

Remunerasi yang Ditangguhkan atau Ditarik Kembali

Pada tahun 2019, tidak ada remunerasi Dewan Komisaris maupun Direksi Bank Artha Graha Internasional yang ditangguhkan atau ditarik kembali.

Rasio Gaji Tertinggi dan Terendah

Berikut gambaran mengenai perbandingan rasio gaji tertinggi dan terendah di Bank Artha Graha Internasional selama tahun 2019 yang disesuaikan dengan tingkatan tugas dan tanggung jawabnya.

Deferral or Withdrawal of Remuneration

Throughout 2019, there was no deferral or withdrawal of remuneration for the Board of Commissioners and Board of Directors of Bank Artha Graha Internasional.

Ratio of Highest and Lowest Salary

The following is an overview of the ratio of the highest and lowest salary ratios at Bank Artha Graha Internasional in 2019 adjusted to the level of duties and responsibilities.

Uraian Description	Rasio Ratio
Gaji Tertinggi dan Terendah Dewan Komisaris Highest and Lowest Salary of Board of Commissioners	3.5 : 1
Gaji Tertinggi dan Terendah Direksi Highest and Lowest Salary of Directors	3.9 : 1
Gaji Tertinggi dan Terendah Karyawan Highest and Lowest Salary of Employees	36 : 1
Gaji Tertinggi Direksi dan Gaji Tertinggi Karyawan Highest Salary of Directors and Highest Salary of Employees	3.0 : 1

Komite di Bawah Direksi
Committees under the Board of Directors

Guna mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Direksi membentuk komite-komite di bawah Direksi yang bertugas membantu Direksi untuk memberikan saran dan rekomendasi yang dapat dijadikan acuan dalam pengambilan keputusan terkait pelaksanaan tugas dan tanggung jawab Direksi.

Gambaran Komite di Bawah Direksi

Dalam melaksanakan tugas kepengurusan, Direksi dibantu oleh 4 Komite di bawah Direksi, yaitu:

1. Komite Kredit;
2. Komite *Assets and Liabilities;*
3. Komite Manajemen Risiko; dan
4. Komite Pengarah Teknologi Informasi.

Komite Kredit

Komite Kredit merupakan komite yang membantu Direksi dalam menetapkan arah kebijakan perkreditan Bank, serta mengevaluasi dan memberikan keputusan kredit agar sesuai dengan batas wewenang yang ditetapkan. Fungsi pokok Komite Kredit adalah:

1. Memberikan pengarahan apabila perlu dilakukan analisis kredit yang lebih mendalam dan komprehensif; serta
2. Memberikan keputusan atau rekomendasi atas permohonan kredit yang diajukan.

In order to support the effectiveness of implementation of duties and responsibilities, the Board of Directors establishes committees under the Board of Directors, with duties to assist the Board of Directors to provide advice and recommendation that can be the reference in making decisions related to the implementation of duties and responsibilities of Board of Directors.

Overview of Committees under the Board of Directors

In performing the management duties, the Board of Directors is assisted by 4 Committees under the Board of Directors, which are:

1. Credit Committee;
2. Asset and Liability Committee;
3. Risk Management Committee; and
4. Information Technology Steering Committee.

Credit Committee

The Credit Committee is a committee that assists the Board of Directors in determining the direction of the Bank's credit policy, as well as evaluating and providing credit decisions in order to be in accordance with the established authority limits. The main functions of the Credit Committee are:

1. Providing direction in the event that a more in-depth and comprehensive credit analysis needs to be carried out; and
2. Providing a decision or recommendation on the loan application submitted.

Dasar Pembentukan Komite Kredit

Dasar pembentukan Komite Kredit Bank Artha Graha Internasional mengacu pada Peraturan Otoritas Jasa Keuangan No. 42/POJK.03/2017 tentang Kewajiban Penyusunan dan Pelaksanaan Kebijakan Perkreditan atau Pembiayaan Bank bagi Bank Umum.

Pedoman dan Tata Tertib Kerja Komite Kredit

Dalam menjalankan perannya, Komite Kredit berpedoman pada Peraturan Otoritas Jasa Keuangan No. 42/POJK.03/2017 tentang Kewajiban Penyusunan dan Pelaksanaan Kebijakan Perkreditan atau Pembiayaan Bank bagi Bank Umum.

Dalam menjalankan tugas dan tanggung jawabnya, Komite Kredit berpedoman pada Pedoman Kebijakan Perkreditan tentang Komite Kredit.

Tugas dan Tanggung Jawab Komite Kredit

Komite Kredit memiliki tugas dan tanggung jawab sebagai berikut.

1. Memberikan persetujuan atau penolakan atas usulan-usulan mengenai kredit secara objektif, jujur, cermat, dan sesuai dengan ketentuan yang tercantum di dalam Pedoman Kebijakan Perkreditan, Surat Edaran Kredit, memo-memo internal, ketentuan Bank Indonesia, Peraturan Otoritas Jasa Keuangan, serta peraturan perundang-undangan yang berlaku, sesuai dengan Batas Wewenang Memutus Kredit (BWMK) yang diberikan;
2. Memberikan rekomendasi kepada Komite Kredit yang mempunyai BWMK yang lebih tinggi;
3. Menolak permintaan dan pengaruh dari pihak-pihak yang berkepentingan dengan pemohon kredit untuk memberikan persetujuan kredit yang hanya bersifat formalitas; dan
4. Melakukan koordinasi dengan *Assets and Liabilities Committee* (ALCO) dalam aspek pendanaan perkreditan.

Struktur dan Keanggotaan Komite Kredit

Komite Kredit Bank Artha Graha Internasional memiliki struktur dan keanggotaan yang terdiri dari:

1. Komite Kredit Komersial dan Korporasi;
2. Komite Kredit Ritel;
3. Komite Kredit Konsumer;
4. Komite Kredit Remedial;
5. Komite Kredit SAM; dan
6. Komite Kredit Restrukturisasi.

Basis of Establishment of Credit Committee

Basis of establishment of Credit Committee of Bank Artha Graha Internasional refers to the Financial Services Authority Regulation No. 42/POJK.03/2017 on the Mandatory Preparation and Implementation of the Bank' Credit or Financing Policy for Commercial Banks.

Guidelines and Work Conduct of Credit Committee

In performing its roles, the Credit Committee refers to the Financial Services Authority Regulation No. 42/POJK.03/2017 on the Mandatory Preparation and Implementation of the Bank' Credit or Financing Policy for Commercial Banks.

In performing its duties and responsibilities, the Credit Committee refers to the Credit Policy Guidelines on Credit Committee.

Duties and Responsibilities of Credit Committee

The Credit Committee has duties and responsibilities as follows.

1. Providing approval or rejection of credit proposal, objectively, honestly, accurately, and in accordance with the provisions contained in Credit Policy Guidelines, Credit Circular, internal memos, Bank Indonesia regulations, Financial Services Authority Regulations, and the applicable laws and regulations, in accordance with the Lending Limiting Authority (BWMK) given;
2. Providing recommendations to the Credit Committee which has a higher BWMK;
3. Refusing requests and influences from parties concerned with loan applicants to give loan approvals that are only formalities; and
4. Coordinating with the Assets and Liabilities Committee (ALCO) in the aspect of credit financing.

Structure and Composition of Credit Committee

Bank Artha Graha Internasional's Credit Committee has a structure and composition consisting of:

1. Commercial and Corporate Credit Committee;
2. Retail Credit Committee;
3. Consumer Credit Committee;
4. Remedial Credit Committee;
5. SAM Credit Committee; and
6. Credit Restructuring Committee.

Pelaksanaan Tugas Komite Kredit

Sepanjang tahun 2019, Komite Kredit telah melaksanakan tugas dengan menyampaikan laporan tertulis secara berkala kepada Direksi dengan tembusan kepada Dewan Komisaris mengenai hasil pengawasan atas penerapan dan pelaksanaan Pedoman Kebijakan Perkreditan, serta hasil pemantauan dan evaluasi.

Komite *Assets and Liabilities*

Guna mendukung efektivitas pelaksanaan Bank, Bank membentuk Komite *Asset and Liability* (ALCO). ALCO bertanggung jawab dalam menetapkan serta mengevaluasi kebijakan dan strategi pengelolaan likuiditas untuk menjaga, memenuhi, serta meminimalisasi *idle funds*. Pembentukan ALCO ini bertujuan untuk mencapai tingkat profitabilitas Bank secara optimum dengan tetap memenuhi ketentuan yang berlaku.

Pedoman dan Tata Tertib Kerja ALCO

Bank Artha Graha Internasional mempunyai Pedoman dan Tata Tertib Kerja ALCO, yang tertuang dalam Pedoman ALCO (ALMA) No. 00004.01.3 tanggal 30 April 2013.

Tugas dan Tanggung Jawab ALCO

Berikut adalah tugas dan tanggung jawab ALCO.

1. Menata portofolio di kedua sisi neraca berupa aset dan kewajiban untuk mencapai hasil *net interest margin/ spread* yang optimal dengan tingkat risiko yang dapat diukur dan dikendalikan ke level yang dapat diterima oleh pemangku kepentingan Bank;
2. Menentukan arah kebijakan dan strategi pengembangan usaha Bank, antara lain mengenai struktur tingkat bunga pendanaan *(funding)* serta pinjaman atau penempatan *(lending)*, rencana ekspansi usaha, dan lain-lain;
3. Mengurangi kemungkinan terjadinya *mismatch* atas likuiditas Bank, melalui penetapan keputusan atas rencana ekspansi di sisi aset dengan penghimpunan dana di sisi kewajiban;
4. Penetapan strategi pendanaan, termasuk penetapan suku bunga dana pihak ketiga dan suku bunga antarkantor (rekening antarkantor);
5. Mengambil keputusan atas suku bunga pinjaman dengan mempertimbangkan tingkat biaya dana *(cost of fund)*, serta hal-hal lain yang dianggap perlu untuk memperlancar operasional Bank;
6. Menetapkan batas dan pedoman pengelolaan serta pengendalian risiko khusus yang berdampak pada risiko likuiditas, risiko suku bunga, dan risiko valuta asing;
7. Melakukan evaluasi terhadap posisi risiko suku bunga Bank dan strategi *asset and liability management* (ALMA) guna memastikan bahwa hasil *risk taking position* Bank telah konsisten dengan tujuan pengelolaan risiko suku bunga serta sesuai dengan *risk limit* Bank;
8. Penetapan jenis dan alokasi aset yang diklasifikasikan sebagai aset likuid berkualitas tinggi;

Duty Implementation of Credit Committee

Throughout 2019, the Credit Committee performed its duties by submitting written report periodically to the Board of Directors, with a copy to the Board of Commissioners with regard to the supervision results of the application and implementation of Credit Policy Guidelines, as well as monitoring and evaluation results.

Assets and Liabilities Committee

In order to support the effectiveness of the Bank's implementation, the Bank established the Asset and Liability Committee (ALCO). ALCO is responsible for establishing and evaluating liquidity management policies and strategies to maintain, fulfill, and minimize idle funds. ALCO's establishment aims to achieve the Bank's optimum profitability level while still meeting the applicable regulations.

Guidelines and Work Conduct of ALCO

Bank Artha Graha Internasional has Guidelines and Work Conduct of ALCO, which are contained in ALCO Guidelines (ALMA) No. 00004.01.3 dated 30 April 2013.

Duties and Responsibilities of ALCO

Following are the duties and responsibilities of ALCO.

1. Organizing portfolios on both sides of the balance sheet in the form of assets and liabilities to achieve optimum net interest margin/spread results with a level of risk that can be measured and controlled to an acceptable level to the Bank's stakeholders;
2. Determining the direction of the Bank's business development policies and strategies, including the structure of funding interest rates and loans or lending, business expansion plans, and others;
3. Reducing the possibility of a mismatch of the Bank's liquidity, through decision making on expansion plans on the asset side and fund collection on the liability side;
4. Determining funding strategies, including setting interest rates for third-party funds and interest rates for fund transfer pricing;
5. Making decisions on loan interest rates by considering the level of cost of funds, as well as other matters deemed necessary to facilitate the Bank's operations;
6. Establishing limits and guidelines for the management and control of specific risks that have an impact on liquidity risk, interest rate risk, and foreign exchange risk;
7. Evaluating the Bank's interest rate risk position and the asset and liability management (ALMA) strategy to ensure that the results of the Bank's risk taking position are already consistent with the objectives of interest rate risk management and in accordance with the Bank's risk limit;
8. Determining types and allocation of assets classified as high quality liquid assets;

9. Penetapan strategi *hedging*;
10. Melakukan kaji ulang deviasi antara hasil realisasi dengan proyeksi anggaran dan rencana bisnis bank (RBB);
11. Melakukan pengembangan, kaji ulang dan modifikasi strategi manajemen likuiditas (ALMA) pada berbagai jenis valuta, wilayah, serta lini bisnis;
12. Melakukan evaluasi dan mitigasi risiko segera terhadap kondisi likuiditas dan profil risiko Bank, jika terjadi perubahan yang berdampak signifikan;
13. Melakukan evaluasi terhadap pengendalian risiko likuiditas yang dilaksanakan melalui strategi pendanaan, pengelolaan posisi likuiditas, *gap* likuiditas dan risiko likuiditas harian, pengelolaan *maturity profile* dan *net cash flow projection*, pengelolaan posisi likuiditas dan risiko likuiditas, pengelolaan aktiva likuid berkualitas tinggi, serta rencana pendanaan darurat;
14. Melakukan penyesuaian kebijakan dan strategi manajemen risiko untuk risiko likuiditas yang diperlukan berdasarkan hasil evaluasi terkini;
15. Melakukan penetapan dan evaluasi terhadap indikator utama yang merupakan indikator peringatan dini *(early warning indicator)* untuk risiko likuiditas;
16. Penyampaian informasi kepada Direksi mengenai tiap perkembangan ketentuan dan peraturan terkait dengan yang memengaruhi strategi dan kebijakan ALMA; dan
17. Menyusun laporan ALCO untuk disampaikan kepada Direksi.

Struktur dan Keanggotaan ALCO

Berikut struktur dan keanggotaan ALCO pada tahun 2019:

1. Ketua I merangkap anggota:
   Direktur Utama
2. Ketua II merangkap anggota:
   Direktur bidang *Business* 2 (*Treasury* & Kredit)
3. Ketua III merangkap anggota:
   Direktur bidang Business 3
4. Anggota:
   Seluruh anggota Direksi
5. ALCO *Supporting Team*:
   a. *Deputy Director*;
   b. Direktorat Kredit;
   c. Direktorat *Treasury*;
   d. Direktorat Pengembangan Produk dan Bisnis;
   e. Direktorat *Finance, Accounting, Budgeting, and Sysdur*;
   f. Sekretaris Perusahaan;
   g. SKAI;
   h. Direktorat *Risk Management*; dan
   i. Direktorat terkait lainnya.

9. Determining hedging strategies;
10. Reviewing the deviation between the realization results with the projected budget and the Bank's business plan (RBB);
11. Developing, reviewing, and modifying liquidity management strategies (ALMA) in various types of currencies, regions, and business lines;
12. Evaluating and mitigating risks immediately to the liquidity conditions and risk profile of the Bank, if there are changes that have a significant impact;
13. Evaluating liquidity risk control which is carried out through funding strategies, management of liquidity position, liquidity gap, and daily liquidity risks, management of maturity profile and net cash flow projections, management of liquidity position and liquidity risks, management of high quality liquid assets, and emergency funding plans;
14. Adjusting policies and strategies of risk management for required liquidity risks based on the latest evaluation results;
15. Determining and evaluating the main indicators which are early warning indicators for liquidity risk;
16. Submitting information to the Board of Directors on any developments in the provisions and regulations related to those that affect ALMA strategies and policies; and
17. Preparing ALCO reports to be submitted to the Board of Directors.

Structure and Composition of ALCO

Below are the structure and composition of ALCO in 2019:

1. Chair I concurrently member:
   President Director
2. Chair II concurrently member:
   Director of Business 2 (Treasury & Credit)
3. Chair III concurrently member:
   Director of Business 3
4. Members:
   All members of Board of Directors
5. ALCO Supporting Team:
   a. Deputy Director;
   b. Directorate of Credit;
   c. Directorate of Treasury;
   d. Directorate of Product and Business Development;
   e. Directorate of Finance, Accounting, Budgeting, and System Procedure;
   f. Corporate secretary;
   g. Internal Audit Work Unit;
   h. Directorate of Risk Management; and
   i. Other relevant Directorates.

Pelaksanaan Tugas ALCO

Sepanjang tahun 2019, Komite ALCO telah melaksanakan tugas dengan menyampaikan laporan tertulis secara berkala kepada Direksi dengan tembusan kepada Dewan Komisaris mengenai hasil pengawasan atas penerapan dan pelaksanaan kebijakan dan strategi pengelolaan likuiditas untuk menjaga, memenuhi, serta meminimalisasi *idle funds*.

Rapat ALCO

Sepanjang tahun 2019, ALCO telah melaksanakan rapat sebanyak 12 kali. Berikut agenda dari rapat tersebut:

1. Meninjau ulang dan menganalisa kondisi pasar dan ekonomi secara global;
2. Membahas mengenai pengelolaan likuiditas dan risiko portofolio investasi Bank;
3. Membahas mengenai *gap* dan *sensitivity analysis*;
4. Meninjau ulang perkembangan dana pihak ketiga dan kredit, serta proyeksi ke depannya;
5. Menganalisa tren likuiditas melalui pemantauan beberapa indikator rasio likuiditas;
6. Membahas risiko konsentrasi pendanaan;
7. Membahas strategi pendanaan;
8. Menerapkan *pricing* suku bunga pendanaan, kredit, dan rekening antar kantor;
9. Meninjau ulang *pricing competitor*; dan
10. Membahas *maturity profil* pendanaan.

Komite Manajemen Risiko

Komite Manajemen Risiko merupakan komite yang bertanggung jawab kepada Direksi, yang bertujuan untuk memastikan pelaksanaan sistem manajemen risiko dapat berjalan secara efektif. Selain itu, Komite Manajemen Risiko juga menyusun kebijakan, strategi, dan pedoman penerapan manajemen risiko, serta menyempurnakan penerapan manajemen risiko.

Dasar Pembentukan Komite Manajemen Risiko

Pembentukan Komite Manajemen Risiko Bank Artha Graha Internasional berdasarkan pada Peraturan Otoritas Jasa Keuangan No. 18/ POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum.

Pedoman dan Tata Tertib Kerja Komite Manajemen Risiko

Dalam menjalankan perannya, Komite Manajemen Risiko berpedoman pada Peraturan Otoritas Jasa Keuangan No. 18/ POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum.

Implementation of ALCO Duties

Throughout 2019, ALCO Committee carried out its duties by submitting periodic written reports to the Board of Directors with a copy to the Board of Commissioners on the supervision results of the implementation and application of liquidity management policies and strategies to maintain, fulfill, and minimize idle funds.

ALCO Meetings

Throughout 2019, ALCO held 12 meetings. Below is the meeting agenda:

1. Reviewing and analyzing global market and economic conditions;
2. Discussing the liquidity management and investment portfolio risk of the Bank;
3. Discussing gap and sensitivity analysis;
4. Reviewing the development of third-party funds and loans, and future projections;
5. Analyzing liquidity trends through monitoring several indicators of liquidity ratios;
6. Discussing funding concentration risks;
7. Discussing funding strategies;
8. Applying pricing of interest rates of funding, loans, and inter-office accounts;
9. Reviewing competitor pricing; and
10. Discussing funding maturity profile.

Risk Management Committee

The Risk Management Committee is a committee responsible to the Board of Directors, aiming to ensure that the implementation of risk management system works effectively. Furthermore, the Risk Management Committee also prepares policies, strategies, and guidelines to implement risk management and to refine the risk management implementation.

Basis of Establishment of Risk Management Committee

Basis of establishment of Risk Management Committee of Bank Artha Graha Internasional refers to the Financial Services Authority Regulation No. 18/POJK.03/2016 on Risk Management Implementation for Commercial Banks.

Guidelines and Work Conduct of Risk Management Committee

In performing its roles, the Risk Management Committee refers to the Financial Services Authority Regulation No. 18/ POJK.03/2016 on Risk Management Implementation for Commercial Banks.

Tugas dan Tanggung Jawab Komite Manajemen Risiko

Tugas dan tanggung jawab Komite Manajemen Risiko adalah:

1. Menyusun kebijakan, terkait manajemen risiko serta perubahannya, termasuk strategi manajemen risiko, tingkat risiko yang diambil *(risk appetite)* dan toleransi risiko *(risk tolerance)*, kerangka manajemen risiko, serta rencana kontinjensi untuk mengantisipasi terjadinya kondisi tidak normal;
2. Menyempurnakan proses manajemen risiko secara berkala maupun bersifat insidental sebagai akibat dari suatu perubahan kondisi eksternal dan internal Bank yang memengaruhi kecukupan permodalan, profil risiko Bank, dan tidak efektifnya penerapan manajemen risiko berdasarkan hasil evaluasi; serta
3. Menetapkan kebijakan dan keputusan bisnis yang menyimpang dari prosedur normal, seperti pelampauan ekspansi usaha yang signifikan dibanding dengan rencana bisnis bank yang telah ditetapkan sebelumnya atau pengambilan posisi/eksposur risiko yang melampaui limit yang telah ditetapkan.

Duties and Responsibilities of Risk Management Committee

The duties and responsibilities of the Risk Management Committee include:

1. Preparing risk management policies and their amendments, including risk management strategies, risk appetite and risk tolerance, risk management framework, and contingency plans to anticipate the occurrence of abnormal conditions;
2. Improving risk management process either periodically or incidentally as a result of a change of the Bank's external and internal conditions that affect the Bank's capital adequacy, risk profile, and non-effectiveness of risk management implementation based on evaluation result; and
3. Establishing business policies and decisions that deviate from normal procedures, such as significant business expansion which is far beyond the predetermined Bank's Business Plan or taking risk position/exposure that exceeds the predetermined limit.

Struktur dan Keanggotaan Komite Manajemen Risiko

Keanggotaan Komite Manajemen Risiko Bank bersifat tetap, namun dapat ditambah dengan anggota tidak tetap sesuai dengan kebutuhan Bank. Berikut keanggotaan Komite Manajemen Risiko pada tahun 2019:

Structure and Composition of Risk Management Committee

Composition of the Bank's Risk Management Committee is permanent, but may be added with non-permanent members according to the Bank's needs. The following is the composition of the Risk Management Committee in 2019:

Jabatan Position	Jumlah Personil Total Personnel	Keahlian Expertise	Sertifikasi Profesi Professional Certification
Ketua Head			
Direktur Kepatuhan dan Independen Director of Compliance and Risk Management	1	Ahli di bidang perbankan dan keuangan Expert in banking and finance fields	Sertifikasi Manajemen Risiko Level 5 Risk Management Certification Level 5
Anggota Member			
Seluruh Direksi All Members of Board of Directors	4	Ahli di bidang perbankan dan keuangan Expert in banking and finance fields	Sertifikasi Manajemen Risiko Level 5 Risk Management Certification Level 5
Seluruh *Deputy Director*/ Biro All Deputy Directors/ Bureaus	20	Ahli di bidang perbankan dan keuangan Expert in banking and finance fields	Sertifikasi Manajemen Risiko sesuai Level Risk Management Certification according to the Level
Kepala SKAI Head of Internal Audit Work Unit	1	Ahli di bidang perbankan dan keuangan Expert in banking and finance fields	Sertifikasi Manajemen Risiko Level 4 Risk Management Certification Level 4

Program Kerja dan Realisasi Tugas Komite Manajemen Risiko

Sepanjang 2019, Komite Manajemen Risiko telah melaksanakan berbagai tugas meliputi:

Work Program and Realization of Risk Management Committee Duties

Throughout 2019, the Risk Management Committee performed various duties include:

Program Kerja Work Program	Realisasi 2019 2019 Realization
Memberikan rekomendasi berupa saran dan masukan kepada Direktur Utama terhadap kebijakan dan prosedur, tingkat risiko yang diambil dan toleransi risiko.	Melakukan penyesuaian *limit-limit* risiko Bank untuk risk appetite dan *risk tolerance* Bank dengan memperhatikan tingkat risiko yang akan diambil dan strategi Bank secara keseluruhan.
Memberikan rekomendasi berupa saran dan masukan kepada Direktur Utama terhadap upaya perbaikan kualitas aset Bank.	Melakukan perbaikan penerapan manajemen risiko di setiap unit kerja untuk memitigasi risiko yang akan timbul dengan tujuan dapat memperbaiki kecukupan permodalan dan profil risiko Bank.
Providing recommendations in the form of advice and input to the President Director on policies and procedures, the level of risk taken and risk tolerance.	Adjusting the Bank's risk limits for risk appetite and risk tolerance of the Bank by considering the level of risk to be taken and the overall strategy of the Bank.
Providing recommendations in the form of advice and input to the President Director on efforts to improve the quality of the Bank's assets.	Improving the implementation of risk management in each work unit to mitigate risks that will arise with the aim of improving the capital adequacy and risk profile of the Bank.

Rapat Komite Manajemen Risiko

Sepanjang 2019, Komite Manajemen Risiko melaksanakan rapat sebanyak 7 kali dengan agenda sebagai berikut.

Pembahasan tentang penentuan limit risiko Bank di tahun 2019.

1. Pembahasan tentang penentuan limit risiko Bank di tahun 2019;
2. Pemantauan SKMR risiko kredit;
3. Pemantauan perkembangan debitur inti;
4. Paparan *Green Climate Fund*;
5. Pemantauan risiko kredit, risiko pasar, dan risiko IT serta draft KRI dan operational *risk management hand book*;
6. Persetujuan perubahan limit profil risiko; dan
7. profil risiko september 2019, *stress testing* risiko kredit, pemantauan NPL segmentasi kredit; dan hasil simulasi perubahan limit risiko profil risiko.

Risk Management Committee Meetings

Throughout 2019, the Risk Management Committee held 7 meetings with the following agenda.

Discussion on discussing the Bank's risk limit in 2019.

1. Discussion on determining the Bank's risk limit in 2019;
2. SKMR Monitoring Result on Credit Risk.
3. Monitoring Development of Core Debtor.
4. Preparation of Green Climate Fund.
5. Monitoring of Credit Risk, Market Risk, IT Risk, Draft of KRI, and Operational Risk Management Hand Book.
6. Approval of changes in risk profile limit
7. Risk Profile of September 2019, Stress testing of Credit Risk, Monitoring of NPL of loan segmentation, and Simulation results of changes in Risk Profile limit.

Komite Pengarah Teknologi Informasi

Komite Pengarah Teknologi Informasi merupakan Komite yang berfungsi untuk membantu Direksi dalam menganalisa dan mengevaluasi pelaksanaan pengelolaan di bidang teknologi informasi, sehingga dapat meningkatkan pelayanan Bank khususnya dalam bidang teknologi informasi.

Information Technology Steering Committee

Information Technology Steering Committee is a Committee that functions to assist the Board of Directors in analyzing and evaluating the implementation of management in information technology field, so that it can increase the Bank's services, especially in information technology field.

Dasar Pembentukan Komite Pengarah Teknologi Informasi

Pembentukan Komite Pengarah Teknologi Informasi berdasar pada Peraturan Otoritas Jasa Keuangan No. 38/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan No. 21/SEOJK.03/2017 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.

Basis of Establishment of Information Technology Steering Committee

The establishment of Information Technology Steering Committee refers to the Financial Services Authority Regulation No. 38/POJK.03/2016 and Financial Services Authority Circular No. 21/SEOJK.03/2017 on Implementation of Risk Management in the Use of Information Technology for Commercial Banks.

Pedoman dan Tata Tertib Kerja Komite Pengarah Teknologi Informasi

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Pengarah Teknologi Informasi berpedoman pada Pedoman dan Tata Tertib Kerja Komite Pengarah Teknologi Informasi No. SKDIR/0001/DIT-DBIT/I/2019 tanggal 2 Januari 2019.

Tugas dan Tanggung Jawab Komite Pengarah Teknologi Informasi

Uraian mengenai tugas dan tanggung jawab Komite Pengarah Teknologi Informasi sebagai berikut.

1. Mempersiapkan rencana strategis teknologi informasi yang sesuai dengan rencana strategis kegiatan usaha Bank;
2. Merumuskan kebijakan dan prosedur teknologi informasi yang utama seperti kebijakan pengamanan teknologi informasi dan manajemen risiko penggunaan teknologi informasi;
3. Memeriksa kesesuaian proyek teknologi informasi yang disetujui dengan rencana strategis teknologi informasi;
4. Memeriksa kesesuaian pelaksanaan proyek-proyek teknologi informasi dengan rencana proyek *(project charter)* yang disepakati dalam *service level agreement;*
5. Memeriksa kesesuaian teknologi informasi dengan kebutuhan sistem informasi manajemen yang mendukung pengelolaan kegiatan usaha Bank;
6. Mengawasi investasi yang optimal atas penyelenggaraan dan penggunaan teknologi informasi sesuai dengan kegiatan usaha Bank;
7. Memantau kinerja teknologi informasi, risiko penyelenggaraan dan penggunaan teknologi informasi, serta upaya peningkatannya;
8. Mengupayakan penyelesaian berbagai masalah terkait teknologi informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan satuan kerja penyelenggara; serta
9. Menetapkan skala prioritas proyek teknologi informasi yang bersifat kritis.

Mekanisme Pengangkatan dan Pemberhentian Komite Pengarah Teknologi

Pengangkatan dan perubahan Komite Pengarah Teknologi disesuaikan dengan struktur organisasi PT Bank Artha Graha Internasional Tbk yang berlaku dan disahkan oleh Direksi.

Struktur dan Keanggotaan Komite Pengarah Teknologi Informasi

Pelaksanaan Komite Pengarah Teknologi Informasi Bank dipimpin oleh Direktur yang membawahi Deputi Direktur Perbankan Digital dan Teknologi Informasi dengan struktur dan keanggotaan sebagai berikut.

1. Direksi;
2. Seluruh Direktorat yang berada di bawah Direktur:

Guidelines and Work Conduct of Information Technology Steering Committee

In performing its duties and responsibilities, the Information Technology Steering Committee refers to the Guidelines and Work Conduct of Information Technology Steering Committee No. SKDIR/0001/DIT-DBIT/I/2019 dated 2 January 2019.

Duties and Responsibilities of Information Technology Steering Committee

Description of duties and responsibilities of the Information Technology Steering Committee as follows.

1. Preparing information technology strategic plan in line with the strategic plan of the Bank's business activities;
2. Formulating primary information technology policies and procedures such as information technology security policy and risk management related to the use of information technology;
3. Examining the conformity of the approved information technology projects with the information technology strategic plan;
4. Examining the conformity of the implementation of information technology projects with the project charter agreed in the service level agreement;
5. Examining the conformity of information technology with the needs of management information system that supports the management of the Bank's business activities;
6. Monitoring optimum investment on the implementation and use of information technology according to the Bank's business activities;
7. Monitoring information technology performance, risk of implementing and using information technology, and its improvement efforts;
8. Settling various problems related to information technology that cannot be settled by a user work unit and an organizing work unit; and
9. Setting priorities scale of critical information technology project.

Mechanism of Appointment and Dismissal of Information Technology Steering Committee

Appointment of and changes in the Information Technology Steering Committee are adjusted to the effective organizational structure of PT Bank Artha Graha Internasional Tbk, and validated by the Board of Directors.

Structure and Composition of Information Technology Steering Committee

The Bank's Information Technology Steering Committee is led by the Director in charge of Deputy Director of Digital Banking and Information Technology, with the following structure and composition.

1. Board of Directors:
2. All Directorates under the Directors:

a. Kepatuhan dan Independen;
b. Operasional, Admin Kredit, dan *Financial Control;*
c. Konsumer;
d. Korporasi;
e. UMKM; dan
f. SAM dan Remedial;

3. Direktorat SKAI; serta
4. Direktorat SDM & GA.

a. Compliance and Independent;
b. Operations, Credit Admin, and Financial Control;
c. Consumer;
d. Corporate;
e. MSME; and
f. SAM and Remedial;

3. SKAI Directorate; and
4. HR & GA Directorate.

Program Kerja dan Realisasi Tugas Komite Pengarah Teknologi Informasi

Sepanjang 2019, Komite Pengarah Teknologi Informasi telah melaksanakan tugas sebagai berikut.

Work Program and Realization of Duty of Information Technology Steering Committee

Throughout 2019, the Information Technology Steering Committee carried out duties as follows.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Pengembangan API *Management* Development of API Management	Menerapkan fitur CMS VA, kerja sama iPaymu, IDCash, DuitKU, pembukaan *cafe banking*, dan lainnya. Applying features of CMS VA, cooperation with iPaymu, IDCash, DuitKU, opening cafe banking, and others.
Pengembangan fitur *mobile banking* Development of mobile banking feature	Menambahkan fitur untuk *apply loan* dan *customer on boardin*g. Adding features of apply loan and customer on boarding.
Pengembangan fitur *internet banking* Development of internet banking feature	Menambahkan fitur pembayaran *multibiller* Telkomsel Prepaid. Adding feature of multibiller payment for Telkomsel Prepaid.
Penerapan PSAK 71 Implementation of PSAK 71	Telah dilakukan implementasi. Implemented.
Penerapan *active directory* Application of active directory	Telah dilakukan di area kerja pusat non operasional, untuk area operasional dilakukan bertahap. Has been applied in non-operational center work area, will be gradually applied in operational area.

Rapat Komite Pengarah Teknologi

Komite Pengarah Teknologi Informasi telah melaksanakan rapat sebanyak 4 kali di tahun 2019.

Information Technology Steering Committee Meetings

The Information Technology Steering Committee held 4 meetings in 2019.



Sekretaris Perusahaan
Corporate Secretary

Sekretaris Perusahaan merupakan organ Direksi yang berperan penting dalam menjaga hubungan antara Bank dengan pemangku kepentingan melalui publikasi aktivitas Bank, serta memelihara kewajaran, konsistensi, dan transparansi mengenai hal-hal terkait tata kelola perusahaan dan tindakan korporasi. Selain itu, Sekretaris Perusahaan berperan dalam memonitor kepatuhan Bank terhadap peraturan dan ketentuan yang berlaku bagi Bank, khususnya peraturan di bidang pasar modal.

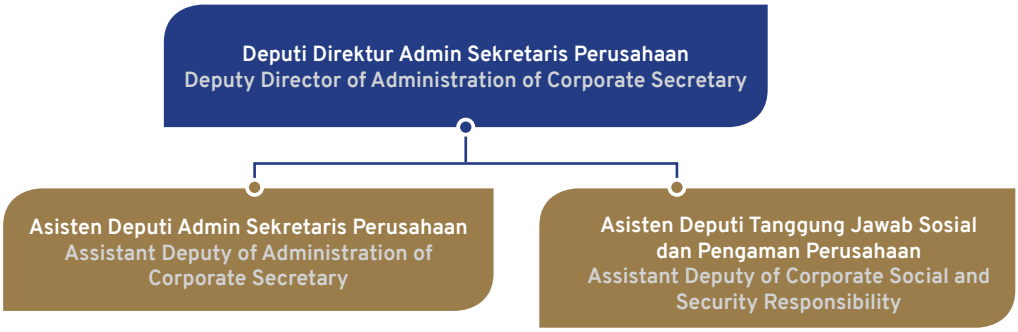
Struktur Sekretaris Perusahaan

Sekretaris Perusahaan berada langsung di bawah Direktur Utama sehingga tiap bentuk pelaksanaan tugasnya dipertanggungjawabkan secara langsung kepada Direktur Utama. Pelaksanaan fungsi dan peran Sekretaris Perusahaan dibantu oleh Deputi Direktur Admin Sekretaris Perusahaan yang membawahi Asisten Deputi Admin Sekretaris Perusahaan serta Asisten Deputi Tanggung Jawab Sosial dan Pengaman Perusahaan.

Corporate Secretary is an organ of the Board of Directors that plays important roles in maintaining the relationship between the Bank and stakeholders through publishing the Bank's activities, and maintaining fairness, consistency, and transparency on matters related to corporate governance and corporate actions. In addition, Corporate Secretary plays a role in monitoring the Bank's compliance with the rules and regulations applicable to the Bank, in particular the capital market regulations.

Structure of Corporate Secretary

Corporate Secretary is directly under the President Director, therefore, every form of execution of its duties is accounted directly to the President Director. The implementation of functions and roles of Corporate Secretary is assisted by Deputy Director of Administration of Corporate Secretary in charge of Assistant Deputy of Administration of Corporate Secretary and Assistant Deputy of Corporate Social and Security Responsibility.



Profil Sekretaris Perusahaan

Indra S Budianto

Sekretaris Perusahaan

Beliau menjabat sebagai Sekretaris Perusahaan sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2010/ I/2018 tanggal 12 Juli 2018. Profil lengkap dapat dilihat di bagian Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Kedudukan Sekretaris Perusahaan dalam Struktur Organisasi

Kedudukan Sekretaris Perusahaan Bank Artha Graha Internasional dalam struktur organisasi berada di bawah Direksi.

Corporate Secretary Profile

Indra S Budianto

Corporate Secretary

He has been the Corporate Secretary since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2010/ I/2018 dated 12 July 2018. Complete profile can be seen in the Executive Officers Profile in the Company Profile chapter of this Annual Report.

Position of Corporate Secretary in the Organizational Structure

The position of Corporate Secretary of Bank Artha Graha Internasional in the organizational structure is under the Board of Directors.

Mekanisme Pengangkatan dan Pemberhentian Sekretaris Perusahaan

Pengangkatan dan pemberhentian Sekretaris Perusahaan menjadi wewenang Direksi, sebagaimana tertuang dalam pedoman dan tata tertib Sekretaris Perusahaan.

1. Pengangkatan Sekretaris Perusahaan:
   a. Sekretaris Perusahaan diangkat berdasarkan keputusan Direksi;
   b. Sekretaris Perusahaan dapat dirangkap oleh seorang Direksi;
   c. Sekretaris Perusahaan dilarang merangkap jabatan apapun pada Emiten atau Perusahaan Publik lain;
   d. Dalam hal terjadi kekosongan Sekretaris Perusahaan, Perseroan wajib menunjuk penggantinya dalam jangka waktu paling lama 60 hari sejak terjadinya kekosongan Sekretaris Perusahaan;
   e. Perseroan wajib menyampaikan laporan ke Bursa paling lambat pada Hari Bursa yang sama dengan dilakukannya penunjukan Sekretaris Perusahaan dan mengumumkan di Bursa;
   f. Selama terjadi kekosongan Sekretaris Perusahaan, jabatan tersebut dapat dirangkap oleh anggota Direksi atau orang perseorangan yang ditunjuk sebagai Sekretaris Perusahaan sementara tanpa memperhatikan persyaratan Sekretaris Perusahaan yang diatur oleh Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang. Sekretaris Perusahaan Emiten atau Perusahaan Publik; dan
   g. Kekosongan Sekretaris Perusahaan dapat disebabkan antara lain berakhirnya masa tugas, pemberhentian, pengunduran diri, atau berhalangan tetapnya Sekretaris Perusahaan.

2. Pemberhentian Sekretaris Perusahaan:
   Sekretaris Perusahaan diberhentikan berdasarkan keputusan Direksi.

Pedoman Kerja Sekretaris Perusahaan

Pedoman kerja Sekretaris Perusahaan mengacu pada Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan. Berdasarkan peraturan tersebut, Sekretaris Perusahaan harus menyampaikan kegiatan dan Laporan Sekretaris Perusahaan yang meliputi:

1. Kegiatan Umum;
2. Kegiatan Tata Kelola dan Informasi Korporat;
3. Kegiatan Komunikasi Korporat; dan
4. Tanggung Jawab Sosial Perusahaan.

Pelaksanaan Kerja Sekretaris Perusahaan

Berikut laporan kegiatan yang telah dilaksanakan oleh Sekretaris Perusahaan Bank Artha Graha Internasional selama tahun 2019.

Mechanism of Appointment and Dismissal of Corporate Secretary

Appointment and dismissal of Corporate Secretary are the authority of the Board of Directors as outlined in the guidelines and work conduct of Corporate Secretary.

1. Appointment of Corporate Secretary:
   a. Corporate Secretary is appointed based on the Board of Directors' decision;
   b. Corporate Secretary can be concurrently held by a Director;
   c. Corporate Secretary is prohibited from concurrently holding any other position in other issuers or public companies;
   d. In the event of a vacancy of the Corporate Secretary, the Company must appoint a replacement within a maximum period of 60 days since the Corporate Secretary position becomes vacant;
   e. The Company must submit a report to the Exchange at the latest on the same Exchange Day as the appointment of the Corporate Secretary and announce it at the Exchange;
   f. During the vacancy of Corporate Secretary, the position may be concurrently held by a member of the Board of Directors or an individual appointed as a temporary Corporate Secretary without regard to the requirements of Corporate Secretary as regulated by Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies; and
   g. Corporate Secretary vacancy can be caused by among others termination of term of office, dismissal, resignation or permanent absence of the Corporate Secretary.

2. Dismissal of Corporate Secretary:
   Corporate Secretary is dismissed based on Board of Directors' decision.

Corporate Secretary Work Guidelines

Corporate Secretary's work guidelines refer to the Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretary. Based on these regulations, Corporate Secretary must submit activities and Corporate Secretary Reports that include:

1. General Activities;
2. Governance and Corporate Information Activities;
3. Corporate Communication Activities; and
4. Corporate Social Responsibility.

Corporate Secretary Work Implementation

Below is the report of activities that were conducted by the Corporate Secretary of Bank Artha Graha Internasional throughout 2019.

Kegiatan Umum

1. Memfasilitasi Dewan Komisaris dan Direksi dalam menyelenggarakan RUPS tahunan;
2. Membantu penyelenggaraan dan pendokumentasian rapat Direksi, serta pemantauan hasil keputusan manajemen;
3. Membuat Laporan Tahunan yang berpedoman pada peraturan perundang-undangan yang berlaku, salah satunya Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan Peraturan Bank Indonesia No. 14/14/PB/2012 tentang Transparansi dan Publikasi Laporan Bank, Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016, dan Surat Edaran Otoritas Jasa Keuangan No. 30/SEOJK.04.2016 tentang Bentuk dan Isi Laporan Tahunan Emiten dan Perusahaan Publik;
4. Melaksanakan pemenuhan laporan rutin guna memenuhi regulasi baik secara bulanan, triwulan, semester, dan tahunan kepada regulator;
5. Membantu penyelenggaraan *Corporate Action* Bank;
6. Melaksanakan kegiatan tanggung jawab sosial Bank; dan
7. Mengelola *website* Bank.

General Activities

1. Facilitating the Board of Commissioners and Board of Directors in convening the Annual GMS;
2. Assisting in administering and documenting the Board of Directors meetings and monitoring the results of the Management decision;
3. Preparing Annual Report that refers to the the applicable laws and regulations, some of them are Law No. 40 of 2007 on Limited Liability Company, and Bank Indonesia Regulation No. 14/14/PB/2012 on Transparency and Publication of Bank Reports, Financial Services Authority Regulation No. 29/POJK.04/2016, and Financial Services Authority Circular No. 30/SEOJK.04.2016 on the Form and Contents of Annual Report of Issuers and Public Companies;
4. Completing the routine reports to comply with the regulations, either the monthly, quarterly, semi-annual, and annual reports to the regulator;
5. Assisting in organizing the Bank's Corporate Action;
6. Implementing the Bank's social responsibility activities; and
7. Managing the Bank's website.

Kegiatan Tata Kelola dan Informasi Korporat

1. Pada tahun 2019, Bank Artha Graha Internasional telah melakukan pembaruan melalui penyusunan pedoman baru sebagai bagian dari pedoman dalam pelaksanaan kegiatan bisnis;

Governance and Corporate Information Activities

1. In 2019, Bank Artha Graha Internasional renewed by preparing new guidelines as part of the guidelines for conducting business activities;

No. Pedoman Guidelines No.	Tentang About
Pedoman Kebijakan Perusahaan No. 0005.02.1 Company's Policy Guidelines No. 0005.02.1	Pedoman dan Tata Tertib Kerja Komite Remunerasi dan Nominasi. Remuneration and Nomination Committee Work Guidelines and Charter.

2. Mengadakan sosialisasi perihal pengenalan, implementasi, dan peningkatan tata kelola perusahaan yang baik, terkait pedoman yang telah disusun kepada jajaran Dewan Komisaris dan Direksi, serta Sekretaris Perusahaan;
3. Mengakomodasi penyelenggaraan rapat, seperti rapat Direksi, rapat gabungan Dewan Komisaris dan Direksi, serta acara rapat lainnya sesuai dengan kebutuhan;
4. Menyelenggarakan RUPS dan paparan publik;
5. Melakukan publikasi terkait Laporan Keuangan kepada publik dengan tata cara dan jadwal sesuai peraturan yang berlaku, baik melalui media cetak dan *website* Bursa Efek Indonesia maupun *website* Bank Artha Graha Internasional;

2. Disseminating the introduction, implementation, and improvement of good corporate governance, related to the guidelines that have been prepared for Board of Commissioners and Board of Directors, as well as Corporate Secretary;
3. Accommodating the organization of meetings, such as Board of Directors' meetings, joint meetings of Board of Commissioners and Board of Directors, and other meetings as needed;
4. Organizing GMS and public expose;
5. Publishing the Financial Statements to the public in accordance with procedures and schedules in accordance with the applicable regulations, either through print media, Indonesia Stock Exchange website, or Bank Artha Graha Internasional's website;

Jenis Laporan Type of Report	Periode Period	Tanggal Publikasi Publication Date	Surat Kabar Newspapers
Laporan Keuangan Publikasi Publication of Financial Statements	31 Maret 2019 31 March 2019	30 April 2019 30 April 2019	Media Indonesia
Laporan Keuangan Publikasi Publication of Financial Statements	30 Juni 2019 30 June 2019	31 Juli 2019 31 July 2019	Media Indonesia
Laporan Keuangan Publikasi Publication of Financial Statements	30 September 2019 30 September 2019	31 Oktober 2019 31 October 2019	Media Indonesia
Laporan Keuangan Publikasi Publication of Financial Statements	31 Desember 2019 31 December 2019	29 Mei 2020 29 May 2019	Media Indonesia

6. Melaksanakan publikasi Suku Bunga Dasar Kredit;

6. Publication of Prime Lending Rates;

Pelaksanaan Implementation	Publikasi Publication
Suku Bunga Dasar Kredit 31 Maret 2019 Prime Lending Rates on 31 March 2019	9 April 2019 9 April 2019
Suku Bunga Dasar Kredit 30 Juni 2019 Prime Lending Rates on 30 June 2019	9 Juli 2019 9 July 2019
Suku Bunga Dasar Kredit 30 September 2019 Prime Lending Rates on 30 September 2019	8 Oktober 2019 8 October 2019
Suku Bunga Dasar Kredit 31 Desember 2019 Prime Lending Rates on 31 December 2019	9 Januari 2020 9 January 2020

7. Memenuhi laporan terkait kewajiban yang harus disampaikan kepada regulator, baik secara bulanan, triwulan, semester, maupun tahunan sepanjang 2019;

7. Fulfilling reports related to mandatory disclosure to the regulator, either monthly, quarterly, semi-annually, and annually, throughout 2019;

Nama Laporan Name of Report	Ditujukan kepada Submitted to
Penyampaian Laporan Pihak Terkait Submission of Reports of Related Parties	Otoritas Jasa Keuangan Financial Services Authority
Laporan Tabunganku Reports of Tabunganku	Bank Indonesia
Penyampaian transaksi antara Bank dengan pihak-pihak yang mempunyai hubungan istimewa Submission of transactions between the Bank and parties having special relationship	Otoritas Jasa Keuangan Financial Services Authority
Laporan Bulanan Registrasi Pemegang Efek Monthly Report of Stock Holders Registration	Otoritas Jasa Keuangan dan Bursa Efek Indonesia Financial Services Authority and Indonesia Stock Exchange
Realisasi dan Rencana Edukasi Perbankan Realization and Plan of Banking Education	Bidang Edukasi dan perlindungan Konsumen, DPB3 Otoritas Jasa Keuangan Sectors of Education and Consumer Protection, DPB3 of Financial Services Authority
Laporan Tahunan Bank Bank's Annual Report	Otoritas Jasa Keuangan, Bank Indonesia, Bursa Efek Indonesia, dan 8 Instansi lainnya sesuai dengan Peraturan Bank Indonesia Financial Services Authority, Bank Indonesia, Indonesia Stock Exchange, 8 other institutions according to Bank Indonesia Regulation
Laporan Keuangan Triwulanan Quarterly Financial Statements	Otoritas Jasa Keuangan dan Bursa Efek Indonesia Financial Services Authority and Indonesia Stock Exchange
Laporan Keuangan Tahunan Annual Financial Statements	Otoritas Jasa Keuangan dan Bursa Efek Indonesia Financial Services Authority and Indonesia Stock Exchange
Laporan Realisasi Penggunaan Dana Penawaran Umum Terbatas Report of the Realization of Use of Proceeds from Limited Public Offering	Otoritas Jasa Keuangan dan Bursa Efek Indonesia Financial Services Authority and Indonesia Stock Exchange
Laporan Publikasi Negatif Negative Publication Report	Bank Indonesia
Laporan-laporan terkait penyelenggaraan RUPS Tahunan dan/atau Luar Biasa Reports related to the implementation of Annual and/or Extraordinary General Meeting of Shareholders	Otoritas Jasa Keuangan dan Bursa Efek Indonesia Financial Services Authority and Indonesia Stock Exchange

8. Melakukan *monitoring* terhadap pemberitaan di media (cetak dan *online*) guna memelihara citra Bank. Hasil analisis dapat dijadikan sebagai rekomendasi manajemen untuk menentukan langkah dan tindakan Bank selanjutnya; serta
9. Melaksanakan tata persuratan Bank.

Kegiatan Komunikasi Korporat

Bank telah menerapkan penyediaan informasi melalui kegiatan komunikasi internal dan eksternal yaitu:

1. Kegiatan Komunikasi Internal
   Sekretaris Perusahaan memiliki tugas menyebarluaskan informasi, program, maupun kebijakan manajemen guna menunjang ketersediaan informasi yang penting bagi seluruh insan Bank. Penyebarluasan informasi tersebut, dilakukan melalui majalah internal, *website*, memo internal, memo antarkantor, intranet web, dan lain-lain.
2. Kegiatan Komunikasi Eksternal
   Bank Artha Graha Internasional memberikan kemudahan bagi publik untuk mendapatkan akses informasi dan data terkait Bank. Hal tersebut merupakan bagian dari kegiatan komunikasi eksternal yang dijalankan oleh Sekretaris Perusahaan. Komunikasi eksternal ini dilaporkan kepada regulator, seperti Otoritas Jasa Keuangan, Bursa Efek Indonesia, Bank Indonesia, maupun melalui surat kabar, siaran pers, *website* Bank (www.arthagraha.com), ataupun paparan publik.

Kegiatan paparan publik telah dilaksanakan pada tanggal 21 Juni 2019, bertempat di Lobby Level Gedung Artha Graha, Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190.

Kegiatan Tanggung Jawab Sosial Perusahaan

Sekretaris Perusahaan melaksanakan dan mengoordinasikan pemenuhan tanggung jawab Bank kepada pemangku kepentingan, antara lain:

1. Melakukan kegiatan tanggung jawab sosial perusahaan bersama Artha Graha Peduli, di antaranya Pasar Murah Ramadhan, Pasar Murah Akhir Tahun, dan Penyaluran hewan kurban dalam rangka Hari Raya Idul Adha; dan
2. Mengkoordinasikan pelaksanaan kegiatan kepedulian lingkungan seperti, peringatan *Earth Hour*, penanaman pohon dalam rangka Hari Bumi, bakti bersih lingkungan, dan lainnya.

Uraian lebih lengkap terkait hal ini dapat dilihat pada bab *Sustainability Reporting* dalam Laporan Tahunan ini.

8. Monitoring news in the media (print and online) in order to maintain the Bank's image. The analysis report can be made as management recommendations to determine the Bank's next steps and actions; and
9. Conducting the Bank's letter administration.

Corporate Communication Activities

The Bank has prepared information disclosure through internal and external communications, which are:

1. Internal Communication Activities
   Corporate Secretary has the duty to widely distribute information, programs, and policies of the Management in order to support the availability of important information for all of the Bank's employees. Information is distributed through internal magazine, website, internal memo, inter-office memo, intranet web, and others.
2. External Communication Activities
   Bank Artha Graha Internasional makes it easy for the public to get access to information and data related to the Bank. This is part of the external communication activities carried out by the Corporate Secretary. This external communication is reported to regulators, such as Financial Services Authority, Indonesia Stock Exchange, Bank Indonesia, and published on newspapers, by press releases, on the Bank's website (www.arthagraha.com), or by public expose.

Public Expose was held on 21 June 2019, located at the Lobby Level of Artha Graha Building, Jl. Jenderal Sudirman Kav. 52-53, Jakarta, 12190.

Corporate Social Responsibility Activities

The Corporate Secretary implements and coordinates the fulfillment of the Bank's responsibilities to stakeholders, among others:

1. Conducting corporate social responsibility activities with Artha Graha Cares, among other Ramadan Cheap Market, End-Year Cheap Market, and distribution of sacrificial animals in the framework of Eid al-Adha Day; and
2. Coordinating the implementation of environmental awareness activities such as, commemoration of Earth Hour, planting trees in the framework of Earth Day, environmental cleaning day services, and others.

A more complete description of this matter can be seen in the Sustainability Reporting chapter of this Annual Report.

Pengembangan Kompetensi Sekretaris Perusahaan

Pada tahun 2019, Sekretaris Perusahaan telah mengikuti beberapa program peningkatan kompetensi. Program yang diikuti meliputi pelatihan, *workshop*, konferensi, dan seminar, sebagaimana diuraikan sebagai berikut.

Competence Development of Corporate Secretary

In 2019, the Corporate Secretary participated in several competency development programs. The programs attended included trainings, workshops, conferences, and seminars, as explained below.

Materi Pengembangan Kompetensi/Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2014 tentang Penerapan Tata Kelola Perusahaan Terbuka Financial Services Authority Regulation No. 21/POJK.04/2014 on Implementation of Governance of Public Companies.	Bursa Efek Indonesia dan Indonesia Corporate Secretary Association (ICSA) Indonesia Stock Exchange and Indonesian Corporate Secretary Association (ICSA)	Jakarta, 2 Juli 2019 Jakarta, 2 July 2019
How to Organize Memorable Corporate Events	Indonesia Corporate Secretary Association (ICSA)	Jakarta, 31 Juli 2019 Jakarta, 31 July 2019
Penggabungan Usaha atau Peleburan Usaha Perusahaan Terbuka Business Merger or Business Consolidation of Public Companies	Indonesia Corporate Secretary Association (ICSA)	Jakarta, 10 September 2019 Jakarta, 10 September 2019
How to Handle Your Boss	Indonesia Corporate Secretary Association (ICSA)	Jakarta, 27 November 2019 Jakarta, 27 November 2019



Satuan Kerja Audit Internal
Internal Audit Work Unit

Audit Internal Bank Artha Graha Internasional merupakan bagian dari sistem pengendalian intern perusahaan yang memiliki peran penting dalam melindungi dan meningkatkan aktivitas operasional usaha sesuai visi dan misi audit intern bank.

Bank Artha Graha Internasional's Internal Audit is part of the Company's internal control system, which has an important role in protecting and enhancing business operational activities in accordance with the Bank's internal audit vision and mission.

Visi dan Misi

Visi:

Menjadi audit intern yang berperan sebagai *Strategic Partner.*

Misi:

Untuk mengawasi dan menjaga penggunaan dan pengelolaan harta (aset) Bank demi kepentingan Bank Artha Graha Internasional, Pemegang Saham, dan masyarakat penyimpan dan pengguna dana serta pengguna jasa bank lainnya, sehingga tumbuh menjadi bank yang sehat dan *prudent* serta mampu berkembang secara wajar dan dapat menunjang perekonomian nasional.

Vision and Mission

Vision:

becoming an internal audit that acts as a Strategic Partner.

Mission:

To supervise and maintain the use and management of the Bank's assets for the benefit of Bank Artha Graha Internasional Tbk, Shareholders, depositors, and users of funds, as well as other bank services users, so that they grow into a sound and prudent Bank and is able to develop fairly and support the national economy.

Dasar Pembentukan SKAI

Dasar penyusunan pedoman kerja SKAI berdasarkan Peraturan Otoritas Jasa Keuangan No. 1/POJK.03/2019 tanggal 28 Januari 2019 tentang Penerapan Fungsi Audit Intern pada Bank Umum.

Basis of SKAI Establishment

The basis for preparing SKAI work guidelines is Financial Services Authority Regulation No. 1/POJK.03/2019 dated 28 January 2019 on Implementation of Internal Audit Function in Commercial Banks.

Pedoman dan Tata Tertib Kerja SKAI

Dalam menjalankan tugas dan tanggung jawabnya, SKAI berdasar pada Pedoman dan Tata Tertib Kerja SKAI yang tertuang dalam Pedoman Pengawasan Intern (PPI) No. 10204.01.0 tanggal 15 Desember 2017 yang telah diperbarui menjadi Pedoman Pengawasan Intern (PPI) No. 10204.02.0 tanggal 31 Mei 2019. Isi dari pedoman tersebut mencakup:

1. Tujuan;
2. Ketentuan umum:
   a. Fungsi dan Peranan SKAI;
   b. Tanggung Jawab Pengendalian Intern;
   c. Prinsip-Prinsip Pengendalian Intern;
   d. Fungsi Pemeriksaan Intern;
   e. Tata Cara dan Ketentuan Pendukung;
   f. Administrasi Dokumen;
3. Prosedur; serta
4. Penutup.

Guidelines and Work Conduct of SKAI

In carrying out its duties and responsibilities, SKAI refers to the Guidelines and Work Conduct outlined in the Internal Supervision Guidelines (PPI) No. 10204.01.0 dated 15 December 2017, which has been updated to be Internal Supervision Guidelines (PPI) No. 10204.02.0 dated 31 May 2019. Contents of the guidelines include:

1. Objectives;
2. General provisions;
   a. Functions and Roles of SKAI;
   b. Responsibility of Internal Control;
   c. Principles of Internal Control;
   d. Internal Audit Function;
   e. Supporting Procedures and Provisions;
   f. Document Administration;
3. Procedures; and
4. Closing.

Kode Etik Auditor

Berdasarkan pedoman tersebut, SKAI wajib mematuhi dan menerapkan kode etik yang terdiri dari:

1. Integritas *(Personal Conduct)*
   Setiap auditor internal harus menghindari situasi yang diketahui atau dicurigai melanggar hukum dan harus melaporkan situasi tersebut langsung kepada pejabat yang berwenang di Bank Artha Graha Internasional sesuai dengan struktur organisasi yang berlaku.

2. Objektivitas
   a. Setiap auditor internal berkewajiban untuk menjalankan tugasnya dengan penuh kejujuran, objektivitas, dan ketekunan;
   b. Setiap auditor internal harus memiliki kebebasan sikap mental dan kepercayaan yang jujur akan hasil pekerjaan auditnya;
   c. Setiap auditor internal berkewajiban untuk membuat konsep prosedur, merancang sistem, memasang sistem, melaksanakan sistem, dan bukan merupakan fungsi audit. Setiap karyawan Bank Artha Graha Internasional dalam kapasitasnya sebagai auditor internal tidak diperkenankan sama sekali untuk turut terlibat atau melibatkan diri dalam pekerjaan-pekerjaan yang disebutkan di atas karena dinilai mengurangi objektivitas audit.

3. Kerahasiaan/Keamanan
   a. Setiap auditor internal harus bijaksana *(prudent)* dalam menggunakan informasi yang diperolehnya selama melakukan tugas audit;
   b. Setiap auditor internal harus menjaga agar informasi yang bersifat rahasia jangan sampai bocor, dengan pengecualian yaitu menyampaikan informasi rahasia kepada pihak-pihak yang berhak memperolehnya, sesuai dengan perintah atau pengarahan dari Kepala SKAI;
   c. Setiap auditor internal tidak boleh menggunakan informasi yang bersifat rahasia untuk keuntungan pribadi atau dengan cara yang dapat merugikan kesejahteraan organisasi pada umumnya, anggota Dewan Komisaris sebagai perwakilan para pemilik saham, dan/ atau manajemen; serta
   d. Setiap auditor internal harus mengambil langkah-langkah pengamanan yang diperlukan guna menjaga kerahasiaan catatan-catatan dan berbagai data yang seharusnya bersifat rahasia.

4. Profesionalisme atau Keahlian
   a. Setiap auditor internal harus mempertahankan dan memperbaiki citra profesionalisme, moralitas, martabat, tingkat kompetensi, kecakapan dan efektivitas pekerjaan, baik bagi dirinya sendiri maupun bagi unit kerjanya.

Auditor's Code of Ethics

Based on these guidelines, SKAI must comply with and implement the code of ethics consisting of:

1. Integrity (Personal Conduct)
   Every internal auditor must avoid situations that are known or suspected of violating the law and must report the situation directly to the authorized officer at Bank Artha Graha Internasional in accordance with the applicable organizational structure.

2. Objectivity
   a. Every internal auditor is obliged to carry out the duties with full honesty, objectivity, and perseverance;
   b. Every internal auditor must have freedom of mental attitude and honest belief in the audit work results;
   c. Every internal auditor is obliged to draft concepts of procedures, to design systems, to install systems, to implement systems, which are not an audit function. Every employee of Bank Artha Graha Internasional in the respective capacity as an internal auditor is not permitted at all to be involved or involved himself/ herself in the above mentioned work because it is considered to reduce audit objectivity.

3. Confidentiality/Security
   a. Every internal auditor must be prudent in using the information obtained while performing audit work;
   b. Each internal auditor must ensure that confidential information does not leak, with the exception of conveying confidential information to parties entitled to obtain it, in accordance with instructions or directions from the Head of SKAI;
   c. Each internal auditor shall not use confidential information for personal gain or in a way that can harm the welfare of the organization in general, members of Board of Commissioners as representatives of shareholders, and/or the Management; and
   d. Each internal auditor must take the necessary security measures in order to maintain the confidentiality of records and various data that should be confidential.

4. Professionalism or Expertise
   a. Each internal auditor must maintain and improve the image of professionalism, morality, dignity, competence level, skills, and work effectiveness, both for himself/ herself and his/her work unit.

b. Setiap auditor internal harus melengkapi keterampilan yang dimilikinya dengan berbagai keterampilan yang dimiliki oleh rekan auditor internal lainnya demi terjaminnya pemenuhan tujuan audit internal di Bank Artha Graha Internasional.

Tugas dan Tanggung Jawab SKAI

SKAI Bank Artha Graha Internasional memiliki tugas dan tanggung jawab sebagai berikut.

1. Membantu tugas Direktur Utama dan Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional baik perencanaan, pelaksanaan maupun pemantaun hasil audit;
2. Membuat analisis dan penilaian di bidang keuangan, akuntansi, operasional, dan kegiatan lain melalui audit;
3. Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana;
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen; dan
5. SKAI harus memiliki tanggung jawab terhadap profesi dengan selalu menerapkan prinsip kerja yang cermat, seksama dan tegas untuk melayani organisasi Bank Artha Graha Internasional dengan cara yang konsisten dengan berbagai norma audit intern dan Kode Etik.

Kedudukan SKAI dalam Struktur Organisasi

SKAI merupakan organ kerja independen yang berada dan bertanggung jawab secara langsung kepada Direktur Utama yang didukung penuh oleh Dewan Komisaris serta jajaran Manajemen Bank. SKAI juga dibantu oleh Asisten Deputi dalam pelaksanaan tugasnya.

Komposisi Personil SKAI

Komposisi Personil SKAI Bank Artha Graha Internasional sampai dengan akhir periode 2019 yaitu:

b. Each internal auditor must complete his/her skills with various skills of the other internal auditors in order to ensure the fulfillment of internal audit objectives at Bank Artha Graha Internasional.

Duties and Responsibilities of SKAI

Bank Artha Graha Internasional's SKAI has duties and responsibilities as follows.

1. Assisting the duties of President Director and Board of Commissioners in monitoring by detailing the operational of planning, implementation, or monitoring of audit result;
2. Analyzing and assessing the fields of finance, accounting, operations, and other activities by auditing;
3. Identifying all possibilities to improve and enhance the efficient use of resources and funds;
4. Providing recommendations for improvement and objective information on activities audited at all management levels; and
5. SKAI must have the responsibility for the profession by always applying the principles of careful, thorough, and strict work to serve Bank Artha Graha Internasional's organization in a manner that is consistent with various internal audit norms and Code of Ethics.

SKAI's Position in the Organizational Structure

SKAI is an independent work organ that is under and directly responsible to the President Director, and is fully supported by the Board of Commissioners and the Bank's Management. SKAI is also assisted by Assistant Deputy in carrying out the duties.

Composition of SKAI Personnel

Composition of SKAI Personnel of Bank Artha Graha Internasional until the end of 2019 is as follows:

Jabatan Position	Jumlah Personil Total Personnel
Kepala SKAI Head of SKAI	1
Asisten Deputi SKAI (Supervisi, Kredit, dan Teknologi) Assistant Deputy of SKAI (Supervision, Credit, and Technology)	3
Staf Auditor Kredit Credit Auditor Staff	14
Staf Auditor Operasi Operations Auditor Staff	19
Staf Auditor Teknologi Technology Auditor Staff	4
Staf Supervisi Supervision Staff	6
Total	**47**

Profil Kepala SKAI

Susana

Kepala SKAI

Beliau menjabat sebagai Kepala SKAI sejak tahun 2017 berdasarkan Surat Keputusan Direksi No. SK-PKT/SDM/00133/I/17 tanggal 11 Januari 2017. Profil lengkap dapat dilihat di bagian Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Sertifikasi Profesi SKAI

SKAI mengikuti sertifikasi profesi yaitu Sertifikasi Audit Internal dan Sertifikasi Manajemen Risiko. Berikut sertifikasi yang dimiliki SKAI Bank per tahun 2019.

Profile of SKAI Head

Susana

Head of Internal Audit Unit

She has been the Head of SKAI since 2017 based on the Board of Directors' Decision Letter No. SK-PKT/SDM/00133/I/17 dated 11 January 2017. Complete profile can be seen in the Executive Official Profile in the Company Profile chapter of this Annual Report.

SKAI Professional Certification

SKAI attends professional certifications, which are Internal Audit Certification and Risk Management Certification. Below are the certifications obtained by the Bank's SKAI throughout 2019.

Sertifikasi Certifications	Jumlah Personil Total Personnel
Sertifikasi Audit Internal Internal Audit Certification	24
Manajemen Risiko: Risk Management:	
Tingkat 1 Level 1	12
Tingkat 2 Level 2	15
Tingkat 3 Level 3	3
Tingkat 4 Level 4	1

Independensi SKAI

Seluruh aktivitas audit yang dilakukan oleh SKAI Bank Artha Graha Internasional selalu berlandaskan pada prinsip independensi, tanpa ada unsur intervensi dari pihak manapun yang mampu memengaruhi kinerjanya.

Metode Audit

Dalam melaksanakan audit, Bank Artha Graha Internasional menggunakan metode *risk based audit* dengan menerapkan fokus audit pada kegiatan dan transaksi yang memiliki risiko tinggi.

Pelaksanaan Kegiatan Audit

Pelaksanaan kegiatan audit SKAI Bank diterapkan secara berkala pada kantor cabang atau sentra operasi dan kantor pusat nonoperasional (KPNO). Pelaksanaan kegiatan audit ini bertujuan untuk memastikan pemeriksaan tahun sebelumnya telah dilakukan secara konsisten oleh auditor internal.

SKAI's Independence

All audit activities carried out by SKAI of Bank Artha Graha Internasional are always based on the principle of independence, without any element of intervention from any parties that can influence its performance.

Audit Methods

In conducting audits, Bank Artha Graha Internasional uses the risk based audit method by applying the audit focus on activities and transactions that have high risk.

Implementation of Audit Activities

The Bank's SKAI audit activities are implemented periodically at branch offices or operations centers and non-operational head office (KPNO). The purpose of these audit activities is to ensure that the previous year's audits were carried out consistently by internal auditors.

Berikut kegiatan pemeriksaan audit yang dilakukan oleh SKAI di tahun 2019.

Below are the audit activities carried out by the Internal Audit Work Unit in 2019.

Audit Audit	Obyek Pemeriksaan Audit Object	Target (Jumlah Kantor/KPNO) Target (Total Offices/KPNO)	Realisasi Pemeriksaan Tahun 2019 Audit Realization in 2019			% Pencapaian % Achievement
			Semester I 1st Semester	Semester II 2nd Semester	Total	
Operasi Operations	Kantor Cabang/Kantor Cabang Pembantu/Kantor Kas Branch Offices/ Sub-Branch Offices/ Cash Offices	90	34	40	74	82.22
Kredit Loans	Kantor Cabang/Kantor Cabang Pembantu Branch Offices/ Sub-Branch Offices	90	23	25	48	53.33
KPNO	Direktorat di KPNO Directorate at KPNO	12	5	2	7	58.33
Teknologi Technology	Kantor Cabang/Kantor Cabang Pembantu/Kantor Kas Branch Offices/ Sub-Branch Offices/ Cash Offices	36	12	18	30	83.33
	Aplikasi/ KPNO Application/ KPNO	12	7	5	12	100.00
	Sentra Operasi Center of Operations	12	6	4	10	83.33

Fokus SKAI Tahun 2020

Berikut fokus kerja yang ingin dicapai SKAI di tahun 2020.

1. Melaksanakan audit terhadap kantor cabang, kantor cabang pembantu, dan kantor kas sesuai dengan rencana audit dengan fokus pemeriksaan temuan berisiko tinggi dan temuan berulang;
2. Meningkatkan standarisasi pemeriksaan; dan
3. Meningkatkan kompetensi dan profesionalisme auditor.

2020 SKAI Focus

Below is the work focus to be achieved by SKAI in 2020.

1. Conducting audits of branch offices, sub-branch offices, and cash offices according to the audit plan with a focus on examining high-risk and recurring findings;
2. Improving audit standardization; and
3. Improving auditor's competence and professionalism.

Pengembangan Kompetensi SKAI

Pada tahun 2019, SKAI telah mengikuti beberapa program peningkatan kompetensi. Program yang diikuti meliputi pelatihan, *workshop*, konferensi, dan seminar, sebagaimana terdapat pada tabel berikut ini.

SKAI Competency Development

In 2019, SKAI participated in several competency development programs. Programs that were attended include trainings, workshops, conferences, and seminars, as described in the following table.

Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Teknik Pemeriksaan dan Analisis Kredit Audit Technique and Credit Analysis	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute	Jakarta, 11-14 Februari 2019 Jakarta, 11-14 February 2019
Workshop PSAK 71 by Empyrean Workshop on PSAK 71 by Empyrean	RSM Indonesia	Jakarta, 12 Maret 2019 Jakarta, 12 March 2019
Peraturan Otoritas Jasa Keuangan No. 01/POJK.03/2019 Financial Services Authority Regulation No. 01/POJK.03/2019	Risk Management Guard	Bandung, 13-14 Maret 2019 Bandung, 13-14 March 2019
Pemaparan Peraturan Otoritas Jasa Keuangan Audit Intern dan Diskusi Implementasi Peraturan Otoritas Jasa Keuangan dan Aktivitas Audit Intern Presentation of Financial Services Authority Regulations on Internal Audit and Discussion on Implementation of Financial Services Authority Regulations and Internal Audit Activities	Otoritas Jasa Keuangan Financial Services Authority	Jakarta, 19 Maret 2019 Jakarta, 19 March 2019

Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
Pembekalan Sertifikasi Manajemen Risiko Level 1 Briefing of Risk Management Certification Level 1	Pusdiklat Bank Artha Graha Internasional Education and Training Center of Bank Artha Graha Internasional	Jakarta, 25-30 Maret 2019 Jakarta, 25-30 March 2019
Auditor Traning Program 3	Tim Internal Bank Artha Graha Internasional dan Ikatan Bankir Indonesia Internal Team of Bank Artha Graha Internasional and Indonesian Bankers Association	Cipanas, 25 Maret-10 Juli 2019 Cipanas, 25 March-10 July 2019
National Risk Assessment dan Makna Pelaporan Bank ke Pusat Pelaporan dan Analisis Transaksi Keuangan National Risk Assessment and Meaning of Bank Reporting to the Financial Transaction Reporting and Analysis Center	Tim Pusat Pelaporan dan Analisis Transaksi Keuangan Financial Transaction Reporting and Analysis Center Team	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
Refreshment Sertifikasi Manajemen Risiko *Level* 2 Materi: • *Credit Risk Management* • *Anti Fraud in Banking* Refreshment of Risk Management Certification Level 2 Material: • Credit Risk Management • Anti Fraud in Banking	PT Raharja Duta Sulosindo dan Pusdiklat Bank Artha Graha Internasional Education and Training Center of Bank Artha Graha Internasional	Jakarta, 30 Maret 2019 dan 13 Juli 2019 Jakarta, 30 March 2019 and 13 July 2019
Pembekalan dan ujian Sertifikasi Manajemen Risiko 2 Briefing and Exam of Level 2 Risk Management Certification	Pusdiklat Bank Artha Graha Internasional dan PT Asanka Kreasi Mandiri Education and Training Center of Bank Artha Graha Internasional and PT Asanka Kreasi Mandiri	Jakarta, 11-13 April 2019 Jakarta, April 11-13, 2019
Training Excel Advance Training of Excel, Advance	Pusdiklat Bank Artha Graha Internasional Education and Training Center of Bank Artha Graha Internasional	Jakarta, 20-21 Mei 2019 Jakarta, 20-21 May 2019
Penerapan Fungsi Audit Internal sesuai dengan Peraturan Otoritas Jasa Keuangan No. 1/POJK.03/2019 Implementation of Internal Audit Function in accordance with Financial Services Authority Regulation No. 1/POJK.03/2019	Consulting and Training Prospero	Jakarta, 20-21 Mei 2019 Jakarta, 20-21 May 2019
Pembekalan Sertifikasi Internal Auditor Level 1 Briefing of Internal Audit Certification Level 1	PT Asanka Kreasi Mandiri	Jakarta, 1-3 Juli 2019 dan 3-5 Oktober 2019 Jakarta, 1-3 July 2019 and 3-5 October 2019
Training for the Trainer	Banking and Finance Developmet Center	Jakarta, 30 September-1 Oktober 2019 Jakarta, 30 September-1 October 2019
Banking Crime and Mitigation	K. Ridwan Nur, SE, MM, CBA, CFE, CFrA, QIA	Jakarta, 31 Oktober-3 November 2019 Jakarta, 31 October-3 November 2019
Penilaian Tingkat Kesehatan Bank *(Risk Based Bank Rating)* sesuai dengan Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2017 The Bank's Soundness Level (Risk Based Bank Rating) in accordance with Financial Services Authority Circular No. 14/SEOJK.03/2017	Consulting and Training Prospero	Jakarta, 13-14 November 2019 Jakarta, 13-14 November 2019
Leadership	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute	Jakarta, 1-2 November 2019 Jakarta, 1-2 November 2019
Sosialisasi Laporan Hasil Penilaian Kepatuhan (LHPK) Peserta Sistem Pembayaran Bank Indonesia (SPBI) dan Kantor Pengelola Daftar Hitam Nasional (KPDHN) Tahun 2019 Dissemination of Compliance Assessment Result (LHKP) of Participant of Bank Indonesia Payment System (SPBI), and National Black List Manager Office (KPDHN) in 2019	Bank Indonesia	Jakarta, 28 November 2019 Jakarta, 28 November 2019
Orientasi Karyawan Baru Orientation of New Employee	Pusdiklat Bank Artha Graha Internasional Education and Training Center of Bank Artha Graha Internasional	Jakarta, 2-5 Desember 2019 Jakarta, 2-5 December 2019

Akuntan Publik
Public Accountant

Dalam rangka mengimplementasi prinsip transparansi dan keterbukaan, Bank Artha Graha Internasional senantiasa menyediakan informasi keuangan yang berkualitas. Hal ini diatur dalam Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, di mana Bank membutuhkan pihak yang melaksanakan kegiatan audit keuangan secara independen dengan menggunakan jasa akuntan publik dan kantor akuntan publik yang terdaftar pada Otoritas Jasa Keuangan.

Penerapan Fungsi Audit Eksternal

Bank Artha Graha Internasional memastikan penerapan fungsi audit eksternal berjalan secara independen dan efektif, serta menghasilkan kualitas dan cakupan hasil audit yang sangat baik.

Penunjukan Akuntan Publik

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, penunjukan akuntan publik dan kantor akuntan publik diputuskan oleh RUPS. Penunjukan tersebut dilakukan secara independen serta sesuai dengan standar profesional, perjanjian kerja, dan ruang lingkup audit.

Evaluasi dan Rekomendasi Komite Audit dalam Penunjukan Kantor Akuntan Publik

Komite Audit telah melakukan evaluasi terhadap kantor akuntan publik yang mengaudit Laporan Keuangan Bank periode tahun buku 2019. Evaluasi tersebut menghasilkan beberapa kesimpulan sebagai berikut.

1. Kesesuaian pelaksanaan dengan standar audit yang berlaku
   Pelaksanaan pemeriksaan yang dilakukan telah sesuai dengan standar audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.
2. Kecukupan waktu pekerjaan lapangan
   Penyusunan Laporan Keuangan telah sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK).
3. Pengkajian cakupan jasa yang diberikan dan kecukupan uji petik
   Kecukupan proses waktu pelaksanaan pemeriksaan telah sesuai dengan jadwal yang telah disepakati bersama.

In order to implement the principles of transparency and openness, Bank Artha Graha Internasional always provides quality financial information. This matter is regulated in the Financial Services Authority Regulation No. 13/POJK.03/2017 on the Use of Public Accountant and Public Accounting Firm Services in Financial Services Activities, where the Bank requires parties that carry out financial audit activities to be independent, by using the services of public accountants and public accounting firms that are registered with the Financial Services Authority of Indonesia.

Implementation of External Audit Function

Bank Artha Graha Internasional ensures that the implementation of external audit functions runs in an independent and effective manner, as well as generates better quality and scope of audit results.

Appointment of Public Accountant

Based on Financial Services Authority Regulation No. 13/POJK.03/2017 on the Use of Public Accountant and Public Accounting Firm Services in Financial Services Activities, the appointment of public accountant and public accountant firm is resolved by the GMS. The appointment is conducted independently and in accordance with the professional standard, work agreement, and audit scope.

Evaluation and Recommendation of Audit Committee in Appointing Public Accountant Firm

The Audit Committee has evaluated the public accountant firm that audited the financial statements of the Bank for 2019 fiscal year. The evaluation led to the following conclusions.

1. Conformity with the applicable audit standards
   The audit carried out has been in accordance with the auditing standards set by the Indonesian Institute of Certified Public Accountants.
2. Adequacy of field work time
   The preparation of the Financial Statements has been in accordance with the Financial Accounting Standards in Indonesia, which includes the Statements of Financial Accounting Standards (PSAK).
3. Review of coverage of services provided and adequacy of sampling test
   The adequacy of time to conduct the audit has been in accordance with the agreed schedule.

4. Rekomendasi perbaikan yang diberikan oleh kantor akuntan publik dan akuntan publik
   Telah dituangkan dalam *Management Letter* No. RO-014/BAGI-KPS/FD03/V/2020 tanggal 13 Mei 2020.

Selain melakukan evaluasi, Komite Audit juga merekomendasikan penggunaan jasa akuntan publik dan kantor akuntan publik untuk mengaudit informasi keuangan Bank periode tahun buku 2019 dengan mempertimbangkan:

1. Independensi kantor akuntan publik, akuntan publik, dan tim audit
   a. Tidak terdapat kepentingan keuangan langsung atau tidak langsung yang material kepada klien;
   b. Tidak merangkap sebagai karyawan kunci pada klien;
   c. Tidak memiliki anggota keluarga dekat yang bekerja pada klien sebagai karyawan kunci dalam bidang akuntansi dan keuangan; serta
   d. Tidak terdapat hubungan usaha secara langsung atau tidak langsung yang material dengan klien atau dengan karyawan kunci yang bekerja pada klien atau dengan Pemegang Saham Utama klien.

2. Ruang lingkup audit
   a. Laporan Laba Rugi Komprehensif, Laporan Perubahan Ekuitas dan Laporan Arus Kas, serta Catatan Atas Laporan Keuangan, termasuk Laporan Komitmen dan Kontinjensi dengan tujuan untuk menyatakan pendapat atas Laporan Keuangan tersebut;
   b. Pemeriksaan dilakukan atas dasar pengujian, bukti-bukti yang mendukung jumlah, dan pengungkapan dalam Laporan Keuangan;
   c. Penilaian atas standar akuntansi yang digunakan dan estimasi signifikan yang dibuat manajemen, serta penilaian atas penyajian Laporan Keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK); dan
   d. Melakukan uji petik paling sedikit 70% dari nilai nominal setiap jenis aset keuangan dan mencakup minimal 25 debitur terbesar atau berdasarkan hasil komunikasi antara Otoritas Jasa Keuangan sektor Perbankan.

3. Imbalan jasa audit
   Imbalan jasa audit yang dibebankan di dalam pelaksanaan pemeriksaan untuk tahun buku 2019 adalah sebesar Rp880.000.000,-. Jumlah tersebut ditambah a*ctual out of pocket expenses* dan Pajak Pertambahan Nilai sebesar 10%.

4. Keahlian dan pengalaman kantor akuntan publik, akuntan publik, dan tim audit
   Memiliki keahlian dalam memberikan jasa perbankan konvensional.

4. Recommendations for improvement submitted by the public accountant firm and public accountant
   They have been stated in the Management Letter No. RO-014/BAGI-KPS/FD03/V/2020 May 13, 2020.

In addition to the evaluation, the Audit Committee recommends the use of public accountant services and public accountant firm to audit the Bank's financial information for 2019 fiscal year by considering:

1. Independence of public accountant firm, public accountant, and audit team
   a. No direct or indirect material financial interest to the client;
   b. Not concurrently working as a key employee of the client;
   c. No close family members working for clients as key employees in accounting and finance; and
   d. No direct or indirect material business relationship with the client or with key employees working at the client or at the client's Main Shareholders.

2. The audit scope
   a. Statements of Comprehensive Income, Changes in Equity and Cash Flows, and Notes to Financial Statements, including reports of Commitments and Contingencies with the aim of expressing the opinion on the Financial Statements;
   b. Audit is carried out on the basis of testing, evidence supporting the amount and disclosure in the Financial Statements;
   c. Assessment of the accounting principles used, significant estimates made by the management, and evaluation of the presentation of Financial Statements in overall are in accordance with the Statement of Financial Accounting Standards (PSAK); and
   d. Conduct sampling of at least 70% of the nominal value of each type of financial assets and include at least 25 biggest debtors or based on the results of communication between the Financial Services Authority and the Banking sector.

3. Audit services fee
   The audit service fee charged in the implementation of the audit for 2019 fiscal year was Rp880,000,000. This amount was added by the actual out-of-pocket expenses and Value Added Tax of 10%.

4. Expertise and experience of public accountant firm, public accountant, and audit team
   They have the expertise in providing conventional banking services.

5. Metodologi, teknik, dan sarana audit yang digunakan
   Menggunakan pendekatan audit jasa lainnya untuk meyakinkan dan mendapatkan seluruh informasi yang dibutuhkan, dengan keyakinan yang memadai apakah Laporan Keuangan bebas dari salah saji material, serta sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia yang merupakan hasil konvergensi dengan *International Financial Reporting Standards* (IFRS) yang sudah berlaku efektif, dan pelaksanaan audit sesuai dengan yang ditetapkan oleh Institut Akuntan Publik Indonesia (IAPI).

6. Manfaat *fresh eye perspective* yang akan diperoleh melalui penggantian kantor akuntan publik, akuntan publik, dan tim audit.

5. Methodology, technique, and facilities of audit used
   Using other services of audit to obtain assurance and all of the necessary information, with sufficient confidence about whether the financial statements are free from material misstatement, and also in accordance with the Financial Accounting Standards (SAK) in Indonesia which are the result of convergence with International Financial Reporting Standards (IFRS) which has taken effect, and the implementation of the audit is in accordance with regulations specified by the Indonesian Institute of Certified Public Accountants (IAPI).

6. Benefits of fresh eye perspective that will be obtained through the replacement of public accountant firm, public accountant, and audit team.

Kantor Akuntan Publik dan Nama Akuntan Publik

Public Accountant Firm and Name of Public Accountant

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Accountant's Name	Periode Period
2019	Kanaka Puradiredja, Suhartono	Florus Daeli, MM, CPA	1 tahun 1 year
2018	Kanaka Puradiredja, Suhartono	Florus Daeli, MM, CPA	1 tahun 1 year
2017	Kanaka Puradiredja, Suhartono	Florus Daeli, MM Cpa	1 tahun 1 year
2016	Armanda & Enita	Rudy Armanda	1 tahun 1 year
2015	Tjahjadi & Tamara	Jumarto Tjahjadi	3 tahun 3 years

Jasa Lain yang Diberikan Kantor Akuntan Publik dan Akuntan Publik

Selama 2019, kantor akuntan publik dan akuntan publik tidak memberikan jasa lain selain jasa audit Laporan Keuangan Tahunan pada tahun buku terakhir.

Other Services Provided by the Public Accountant Firm and Public Accountant

In 2019, the public accountant firm and public accountant did not provide other services other than the audit service of the Financial Statements for the last fiscal year.

Koordinasi Auditor Eksternal dan Komite Audit

Dalam menjalankan tugasnya, Bank Artha Graha Internasional senantiasa melakukan komunikasi secara intensif dengan kantor akuntan publik melalui Komite Audit. Dalam hal terjadi perbedaan pendapat, Komite Audit dapat memberikan saran, rekomendasi, dan pendapat yang bersifat independen terkait permasalahan yang dihadapi. Koordinasi kantor akuntan publik dan Komite Audit menghasilkan *Management Letter* yang nantinya akan disampaikan kepada Direksi Bank.

Coordination of External Auditor and Audit Committee

In carrying out its duties, Bank Artha Graha Internasional always intensively enhances the communication with the public accountant firm through the Audit Committee. In the event of any dissenting opinion, the Audit Committee may provide independent advice, recommendation, and opinion related to the issues at hand. The coordination between the public accountant firm and the Audit Committee results in the Management Letter that will later be submitted to the Bank's Board of Directors.

Efektivitas Pelaksanaan Audit Eksternal dan Kepatuhan Bank terhadap Ketentuan Hubungan Antara Bank, Akuntan Publik dan/atau Kantor Akuntan Publik serta Otoritas Jasa Keuangan

Dalam rangka menjaga pelaksanaan audit tetap berjalan efektif, Bank senantiasa menjalin komunikasi yang baik antara kantor akuntan publik, Komite Audit, dan manajemen Bank. Komite Audit secara rutin melakukan koordinasi dengan kantor akuntan publik untuk melakukan kajian atas efektivitas pelaksanaan audit eksternal dan memastikan bahwa seluruh temuan dapat ditindaklanjuti.

Effectiveness of Implementation of External Audit and the Bank's Compliance with the Regulation of Relationship Among the Bank, Public Accountant, and/or Public Accountant Firm, as well as Financial Services Authority

In order to keep the audit implementation running effectively, the Bank at all times maintains a good communication between the public accountant firm, the Audit Committee, and the Bank's management. The Audit Committee regularly coordinates with the public accountant firm to review the effectiveness of the implementation in external audit and to ensure that all findings have been followed up.

Sistem Pengendalian Internal
Internal Control System

Sistem pengendalian internal merupakan suatu mekanisme proses pengawasan yang ditetapkan oleh Bank secara berkesinambungan. Sistem dirancang untuk dapat memberikan keyakinan yang sesuai dengan pencapaian seperti:

1. Pengendalian kegiatan operasional yang efektif dan efisien;
2. Pengendalian keuangan dan keandalan laporan keuangan;
3. Ketaatan dan kepatuhan terhadap hukum dan peraturan perundang-undangan yang berlaku; serta
4. Penjagaan terhadap aset.

Dengan penerapan sistem pengendalian internal, Bank berusaha untuk mengelola risiko-risiko ke tingkat yang dapat ditolerir.

Dasar Penerapan

Dasar penerapan sistem pengendalian internal Bank Artha Graha Internasional mengacu pada peraturan berikut.

1. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum;
2. Surat Edaran Otoritas Jasa Keuangan No. 34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum; dan
3. Surat Edaran Otoritas Jasa Keuangan No. 35 SEOJK.03/2017 tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum.

Internal control system is a mechanism of monitoring process set by the Bank on a continuous basis. The system is designed to provide assurance in line with the achievements such as:

1. Effective and efficient control of operational activities;
2. Finance control and reliability of financial statements;
3. Compliance with the applicable laws and regulations; and
4. Safeguarding of assets.

By implementing internal control system, the Bank strives to lower the risks to a tolerable level.

Basis of Implementation

Basis of implementation of internal control system of Bank Artha Graha Internasional refers to the following regulations.

1. Financial Services Authority Regulation No. 18/POJK.03/2016 dated 16 March 2016 on Risk Management Implementation for Commercial Banks;
2. Financial Services Authority Circular No. 34/SEOJK.03/2016 dated 1 September 2016 on Risk Management Implementation for Commercial Banks; and
3. Financial Services Authority Circular No. 35/SEOJK.03/2017 on Guidelines for Standards of Internal Control System for Commercial Banks.

Penerapan Sistem Pengendalian Internal, Keuangan, dan Operasional, serta Kesesuaian dengan COSO - *Internal Control Framework*

Pengendalian internal merupakan suatu proses yang tidak terpisahkan dari aktivitas bisnis yang berkelanjutan. Guna mendukung hal tersebut, Bank Artha Graha Internasional mengadopsi kerangka *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) dengan memperhatikan beberapa indikator dalam pengendalian yaitu:

1. Lingkungan Pengendalian *(Control Environment);*
2. Penilaian Risiko *(Risk Assessment);*
3. Kegiatan Pengendalian *(Control Activities);*
4. Informasi dan Komunikasi *(Information and Communication);* serta
5. Pemantauan *(Monitoring).*

Berikut implementasi Sistem Pengendalian Internal Bank Artha Graha Internasional yang telah disesuaikan dengan kerangka COSO:

1. **Lingkungan Pengendalian *(Control Environment)***
   Bank Artha Graha Internasional secara berkala melakukan pengkajian dan penilaian atas lingkungan pengendalian yang dilakukan secara independen melalui Dewan Komisaris yang dibantu oleh Komite di bawahnya. Hasil penilaian tersebut kemudian disampaikan kepada Direksi Bank untuk ditindaklanjuti.

2. **Penilaian Risiko *(Risk Assessment)***
   Direksi Bank Artha Graha Internasional secara rutin melakukan identifikasi dan penilaian risiko yang memungkinkan adanya pengaruh pada pencapaian sasaran yang telah ditentukan. Penilaian risiko juga dilakukan oleh auditor internal dengan cakupan audit yang lebih luas dan komprehensif. Untuk lebih lengkapnya mengenai penilaian risiko dapat dilihat pada bab Pengungkapan Permodalan dan Manajemen Risiko dalam Laporan Tahunan ini.

3. **Kegiatan Pengendalian *(Control Activities)***
   Kegiatan pengendalian Bank Artha Graha Internasional mengikutsertakan seluruh karyawan, termasuk Direksi. Bank telah menetapkan kebijakan dan prosedur pengendalian, serta proses verifikasi dini dengan memastikan bahwa kebijakan tersebut telah dilaksanakan secara konsisten. Selain itu, Bank juga melaksanakan pemisahan fungsi operasional guna menghindari peluang untuk menjalankan dan menutupi kesalahan seperti penyimpangan atas pelaksanaan tugas pada seluruh jenjang organisasi di setiap kegiatan operasional.

4. **Informasi dan Komunikasi *(Information and Communication)***
   Guna menjamin keakuratan dan konsistensi data akunting, Bank melakukan penyesuaian antara data akunting dengan sistem informasi manajemen yang bertujuan

Implementation of Internal Control System, Finance, and Operations, as well as Conformity with COSO - Internal Control Framework

Internal control is an inseparable process from the sustainable business activities. To support this matter, Bank Artha Graha Internasional adopts the framework of Committee of Sponsoring Organizations of the Treadway Commission (COSO) by paying attention to several indicators in control, which are:

1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication; and
5. Monitoring.

The following is the implementation of Internal Control System of Bank Artha Graha Internasional that has been adjusted to the COSO framework:

1. **Control Environment**
   Bank Artha Graha Internasional periodically conducts reviews and evaluates the control environment independently through the Board of Commissioners assisted by its Committees. The results of the assessment are submitted to Board of Directors in order to be followed up.

2. **Risk Assessment**
   The Board of Directors of Bank Artha Graha Internasional regularly identifies and assesses risks that can potentially influence the achievement of predetermined targets. Risk assessment is also carried out by internal auditor with a wider and more comprehensive audit scope. For more complete information on risk assessment, see the Capital Disclosure and Risk Management chapter in this Annual Report.

3. **Control Activities**
   The control activities of Bank Artha Graha Internasional include all employees, including the Board of Directors. The Bank has established control policies and procedures, as well as an early verification process to ensure that such policies are consistently implemented. Moreover, the Bank also implements the separation of operational functions to avoid opportunities of making and covering up errors such as irregularities in the implementation of tasks at all levels of the organization in every operational activity.

4. **Information and Communication**
   In order to guarantee the accuracy and consistency of accounting data, the Bank makes adjustments between accounting data and a management information system

meminimalisasi setiap penyimpangan agar dapat segera dievaluasi dan diatasi permasalahannya. Kegiatan ini dilakukan oleh Direktorat Operasional, Admin Kredit dan Kontrol Keuangan Bank Artha Graha Internasional secara periodik tiap bulannya.

5. **Pemantauan *(Monitoring)***
   Pemantauan atas efektivitas pengendalian internal Bank Artha Graha Internasional dilakukan setiap hari oleh masing-masing Direktorat dan secara intensif dievaluasi oleh SKAI. Uraian terkait informasi ini dapat dilihat pada Pelaksanaan Kegiatan Audit Tahun 2019 bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Sistem Pengendalian Internal yang Menyeluruh

Sebagai bagian komitmen untuk senantiasa memastikan tata kelola perusahaan berjalan lancar dan baik, diperlukan SPI yang efektif dan efisien yang menjadi tanggung jawab keseluruhan unit kerja operasional maupun unit kerja pendukung. Pengendalian internal ini dilakukan dalam setiap aktivitas *front end control*. Berikut fungsi yang menjalankan pengawasan dalam pengendalian internal.

1. Sub Direktorat Kontrol untuk pengawasan kepatuhan terhadap ketentuan internal Bank, melalui pemeriksaan operasional secara periodik dan harian dengan penerapan *back end control;*
2. Direktorat Kepatuhan untuk pengawasan kepatuhan terhadap ketentuan eksternal Bank, dengan mencegah penyimpangan yang dilakukan oleh manajemen dalam penetapan kebijakan berkaitan dengan prinsip kehati-hatian;
3. Direktorat *Risk Management* melaksanakan kaji ulang secara bertahap dengan menetapkan:
   a. Kecukupan kerangka manajemen risiko;
   b. Keakuratan metodologi penilaian risiko; dan
   c. Kecukupan sistem informasi manajemen risiko;
4. Satuan Kerja Audit Internal (SKAI):
   a. Melakukan kaji ulang penerapan manajemen risiko secara berkala; dan
   b. Melakukan pemeriksaan sampling secara periodik dan berdasarkan basis risiko.

Tinjauan atas Efektivitas Sistem Pengendalian Internal

Bank Artha Graha Internasional senantiasa melakukan evaluasi terhadap efektivitas sistem pengendalian internal. Evaluasi ini memprioritaskan pemantauan risiko utama, termasuk evaluasi secara berkala, baik oleh satuan-satuan kerja operasional maupun Satuan Kerja Audit Internal, Kontrol, *Risk Management,* dan Kepatuhan.

Bentuk dari evaluasi tersebut yaitu memberikan rekomendasi perbaikan guna mencapai peningkatan yang berkelanjutan

that aim to minimize any irregularities so that the problems can be immediately evaluated and addressed. This activity is periodically conducted by the Directorate of Operations, Admin of Credit & Financial Control of Bank Artha Graha Internasional on a monthly basis.

5. **Monitoring**
   The monitoring of the effectiveness of Bank Artha Graha Internasional's internal controls is carried out every day by each Directorate and is intensively evaluated by the Internal Audit Unit (IAU). Details of this information can be seen in the Implementation of Audit Activities in 2019, in Corporate Governance chapter of this Annual Report.

Comprehensive Internal Control System

As part of the commitment to always ensuring that the corporate governance runs smoothly and well, an effective and efficient Internal Control System (ICS) is needed and becomes the responsibility of all operational work units and supporting work units. This internal control is carried out in every front-end control activity. The following is the functions that oversee internal control.

1. Sub-Directorate of Control for monitoring compliance with the Bank's internal provisions, through periodic and daily operational checks with the implementation of back-end control;
2. The Compliance Directorate for monitoring compliance with the Bank's external provisions, by preventing any irregularities made by the management in establishing policies relating to the principle of prudence;
3. The Risk Management Directorate carries out a gradual review by setting:
   a. Adequacy of risk management framework;
   b. Accuracy of risk assessment methodology; and
   c. Adequacy of risk management information system;
4. Internal Audit Unit (IAU):
   a. Reviewing the implementation of risk management periodically; and
   b. Checking sampling periodically based on the basis risk.

Overview of the Effectiveness of Internal Control System

Bank Artha Graha Internasional always evaluates the effectiveness of internal control system. This evaluation prioritizes the primary risk monitoring, including periodic evaluations, both by operational work units and the Internal Work Audit, Risk Management, and Compliance Units.

The evaluation is provided in the form of recommendations for improvement in order to achieve continuous progress from each

dari setiap lini usaha Bank. Selanjutnya, hasil evaluasi dikomunikasikan dengan Direksi dan dilaporkan kepada Dewan Komisaris melalui Komite Audit agar diperoleh usulan perbaikan guna mencapai peningkatan yang berkelanjutan dari proses lini bisnis yang ada.

of the Bank's business lines. Subsequently, evaluation results are communicated to the Board of Directors and reported to the Board of Commissioners through the Audit Committee to obtain suggestions for continuous improvement of the existing business line process.

Sistem Manajemen Risiko
Risk Management System

Uraian lengkap mengenai Sistem Manajemen Risiko Bank Artha Graha Internasional dapat dilihat pada bab Struktur Permodalan dan Manajemen Risiko dalam Laporan Tahunan ini.

A full description of the Risk Management System of Bank Artha Graha Internasional can be viewed on the Capital Structure and Risk Management chapter of this Annual Report.

Fungsi Kepatuhan
Compliance Function

Fungsi Kepatuhan memegang peranan penting dalam memperkukuh struktur Bank terhadap eksposur risiko yang mungkin terjadi dalam kemajuan teknologi informasi, globalisasi dan integrasi pasar keuangan. Fungsi kepatuhan juga memastikan telah terpenuhinya berbagai peraturan perundang-undangan serta pemenuhan komitmen dengan otoritas yang berwenang.

Dasar Pembentukan Fungsi Kepatuhan

Dalam pelaksanaan tugas dan tanggung jawabnya, Fungsi Kepatuhan Bank Artha Graha Internasional berpedoman pada Peraturan Otoritas Jasa Keuangan No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum.

Pedoman dan Tata Tertib Kerja Fungsi Kepatuhan

Fungsi Kepatuhan Bank memiliki pedoman terkait tata kerja yang tertuang dalam Pedoman Tata Kerja Direktorat Kepatuhan No. 10100.04.0 tanggal 29 September 2017.

The Compliance Function plays an important role in strengthening the Bank's structure against potential risk exposures in the advancement of information technology, globalization and financial market integration. The compliance function also ensures compliance with various laws and regulations as well as the fulfillment of commitment with the authorities.

Basis of Establishment of Compliance Function

In performing its duties and responsibilities, the Compliance Function of Bank Artha Graha Internasional refers to the Financial Services Authority Regulation No. 46/POJK.03/2017 on Implementation of Compliance Function of Commercial Banks.

Guidelines and Work Conduct of Compliance Function

The Bank's Compliance Function has guidelines related to work conduct as outlined in the Guidelines and Work Conduct of Compliance Directorate No. 10100.04.0 dated 29 September 2017.

Profil Kepala Fungsi Kepatuhan

Profil Adhyaksa Sitepu yang menjabat sebagai Deputi Direktur Kepatuhan Bank dapat dilihat pada profil Pejabat Eksekutif dalam laporan Tahunan ini.

Tugas dan Tanggung Jawab Fungsi Kepatuhan

Tugas dan tanggung jawab dari Fungsi Kepatuhan Bank Artha Graha Internasional di antaranya:

1. Memantau secara rutin regulasi terkini serta menyosialisasikannya kepada seluruh Direktorat dan Cabang melalui pelatihan, sosialisasi, secara tertulis melalui memo, atau media *online*;
2. Melakukan analisa secara rutin dan memberi masukan terhadap regulasi baru yang berdampak signifikan terhadap Bank Artha Graha Internasional untuk disampaikan kepada manajemen dan unit kerja terkait agar dapat ditindaklanjuti;
3. Melakukan peninjauan ulang dan usulan perbaikan (jika diperlukan) secara rutin terhadap kebijakan, serta sistem dan prosedur internal untuk memastikan seluruh sistem dan prosedur Bank telah sesuai dengan regulasi yang berlaku;
4. Meninjau ulang secara rutin terhadap permohonan kredit dari cabang dengan kriteria tertentu sesuai ketentuan internal yang berlaku;
5. Meninjau ulang secara rutin terhadap permohonan penyediaan dana dari Direktorat *Treasury*;
6. Memenuhi kepatuhan terkait kesiapan atas pengembangan jaringan kantor dan meninjau ulang usulan penerbitan produk baru atau aktivitas baru yang diajukan oleh unit kerja terkait;
7. Memantau terhadap rasio kepatuhan dalam rangka prinsip kehati-hatian Bank, meliputi rasio Kewajiban Penyediaan Modal Minimum (KPMM), *Non Performing Loan* (NPL), Giro Wajib Minimum (GWM), Posisi Devisa Neto (PDN), Batas Maksimum Pemberian Kredit (BMPK), Penyisihan Penghapusan Aktiva Produktif (PPAP), dan Cadangan Kerugian Penurunan Nilai (CKPN);
8. Melakukan pengawasan kegiatan penyelesaian pengaduan nasabah;
9. Memantau pelaksanaan terhadap penyampaian seluruh pelaporan kepada Bank Indonesia atau Otoritas Jasa Keuangan yang dilaksanakan oleh unit kerja terkait, sesuai dengan waktu yang ditetapkan; dan
10. Memastikan Kepatuhan Bank terhadap pemenuhan komitmen kepada Bank Indonesia dan Otoritas Jasa Keuangan, serta menyampaikan hasil tindak lanjut komitmen tersebut.

Profile of Compliance Function Head

The profile of Adhyaksa Sitepu, the Bank's Deputy Director of Compliance, can be seen in the Executive Officers profile of this Annual Report.

Duties and Responsibilities of Compliance Function

Duties and responsibilities of the Compliance Function of Bank Artha Graha Internasional among others are:

1. Routinely monitoring the latest regulations and disseminating them to all Directorates and Branches through training, outreach, written communication such as memos, or online media;
2. Carrying out regular analysis and providing input to new regulations that have a significant impact on Bank Artha Graha Internasional to be submitted to management and related work units so that they can be followed up;
3. Providing reviews and recommendations for improvement (if needed) routinely on policies, as well as internal systems and procedures to ensure all Bank's systems and procedures are in accordance with applicable regulations;
4. Regularly reviewing credit applications from branches with certain criteria in accordance with applicable internal regulations;
5. Regularly reviewing requests for funds from the Treasury Directorate;
6. Ensuring compliance related to the readiness for office network development and reviewing proposals for launching new products or new activities proposed by the relevant work units;
7. Monitoring the compliance ratios in the framework of the Bank's prudential principles, including Capital Adequacy Ratio (CAR), Non-Performing Loan (NPL), Minimum Statutory Reserves (GWM), Net Open Position (NOP), Legal Lending Limit (LLL), Allowance for Write-offs of Productive Assets (PPAP), and Allowance for Impairment Losses (CKPN);
8. Monitoring the implementation of customer complaints settlement;
9. Monitoring the implementation of the submission of all reports to Bank Indonesia or the Financial Services Authority of Indonesia carried out by the relevant work units, in accordance with the stipulated time; and
10. Ensuring the Bank's compliance with the fulfillment of commitments to Bank Indonesia, the Financial Services Authority of Indonesia, and delivering the followed-up result of such commitment.

Program dan Pelaksanaan Tugas Fungsi Kepatuhan

Selama 2019, Fungsi Kepatuhan telah menjalankan tugas dan tanggung jawabnya dengan mengimplementasikan program kerja berikut.

Program and Duty Implementation of Compliance Function

Throughout 2019, the Compliance Function carried out its duties and responsibilities by implementing the following work programs.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Memonitoring terhadap pencapaian dari RBB sebagai wujud terlaksananya komitmen pencapaian sesuai dengan strategi yang ditetapkan. Monitoring the achievement of the RBB as part of the commitment to achieving the strategy set out.	Berdasarkan hasil revisi RBB tahun 2019, pencapaian aset dan dana pihak ketiga masih dibawah target yang ditetapkan, sedangkan untuk laba rugi Bank membukukan kerugian karena bank membentuk tambahan cadangan kerugian penurunan nilai (CKPN). Based on the revised RBB June 2019 for the achievement of assets and third party funds, it is still below the target set, while for profit and loss, the Bank recorded a loss because the Bank has applied PSAK 71 "financial instruments" by recording an additional allowance for impairment losses (CKPN) on loans which reduces retained earnings on the equity component that results in a decrease in equity.
Melakukan penyempurnaan ketentuan internal sesuai dengan ketentuan eksternal terbaru yang berlaku. Improving internal regulations based on the applicable and latest external regulations.	Penyempurnaan ketentuan internal maupun penerbitan ketentuan internal terbaru terdiri dari: • Penyempurnaan Pedoman Kebijakan Perkreditan sebanyak 9 ketentuan; • Penyempurnaan Pedoman Operasi sebanyak 17 ketentuan; • Penyempurnaan Kebijakan APU-PPT sebanyak 3 ketentuan; dan • Penyempurnaan Pedoman Kepatuhan dan Manajemen Risiko sebanyak 2 ketentuan. Improving the internal regulations and the issuance of latest internal regulations including: • Improving the Credit Policy Guidelines as many as 9 regulations; • Improving the Operational Guidelines as many as 17 regulations; • Improving APU and PPT Policies as many as 3 regulations; and • Improving Compliance and Management Risk Guidelines as many as 2 regulations.
Mengelola risiko kepatuhan dalam memantau pelaksanaaan tata kelola bidang perkreditan dan operasional untuk meminimalkan kemungkinan dari dampak negatif yang terjadi. Managing compliance risk in monitoring the implementation of governance in credit and operations to minimize the potential negative impacts that occur.	• Pelaksanaan pengujian dan tinjauan perkreditan terhadap 170 permohonan kredit (diluar kredit konsumtif dan kredit dengan jaminan *back to back*) untuk debitur dengan *plafond* pinjaman diatas Rp5 miliar. Permohonan tersebut antara lain, permohonan kredit baru, perpanjangan jangka waktu pinjaman, penambahan *plafond* dan penambahan fasilitas pinjaman dengan jumlah *plafond* keseluruhan yang diajukan sebesar kurang lebih Rp9,4 triliun; • Pelaksanaan pengujian dan tinjauan kepatuhan bidang *treasury* sebanyak 48 permohonan fasilitas kredit (*Money Market Line*, *Foreign Exchange Line*, *Repurchase Agreement Line* dan *Commercial and Marketable Securities Line*); dan • Usulan produk baru atau aktivitas baru yang akan diterbitkan telah ditinjau sebanyak 8 usulan aktivitas baru. • The implementation of testing and credit review to 170 credit applications (other than consumer credit and credit with a back to back guarantee) for the debtor with a credit ceiling above Rp5 billion. Such applications were among others, new credit application, loan term length extension, loan ceiling increase, and loan facility increase with overall ceiling proposed is more or less Rp9.4 trillion; • The implementation of testing and compliance review in treasury as many as 48 credit facility applications (Money Market Line, Foreign Exchange Line, Repurchase Agreement Line, and Commercial and Marketable Securities Line); and • Recommendations for new products or new activities that will be launched have been reviewed as many as 8 recommendations for new activities.
Memonitoring terhadap komitmen Bank kepada Otoritas Jasa Keuangan, Bank Indonesia, maupun otoritas lain yang berwenang. Monitoring the Bank's commitment to the Financial Services Authority of Indonesia, Bank Indonesia, and other authorities.	Pemenuhan komitmen Bank sebagai tindaklanjut hasil pemeriksaan kepada Otoritas Jasa Keuangan tahun 2019 sesuai target tanggal telah ditindaklanjuti serta telah disampaikan kepada Otoritas Jasa Keuangan. The fulfillment of the Bank's commitment as the followed-up audit result to the Financial Services Authority in 2019 was in line with the target date that has been followed up and submitted to the Financial Services Authority.

Pengembangan Kompetensi Fungsi Kepatuhan

Seluruh anggota Fungsi Kepatuhan Bank Artha Graha Internasional berkomitmen penuh untuk senantiasa meningkatkan kualitas kinerjanya. Hal ini didukung dengan keikutsertaan dalam berbagai program pendidikan dan pelatihan, baik yang diselenggarakan oleh pihak internal maupun eksternal. Berikut pengembangan kompetensi yang telah diikuti Direktorat Kepatuhan Bank selama tahun 2019.

Competence Development of Compliance Function

All members of Bank Artha Graha Internasional's Compliance Function are fully committed to continuously improving their performance quality. This is supported by participation in various education and training programs, either organized by internal or external parties. Below are the competence development programs participated by the Bank's Compliance Directorate throughout 2019.

Materi Pengembangan Kompetensi/Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu Pelaksanaan Time of Implementation
Sosialisasi Penerapan Cadangan Kerugian Penurunan Nilai (CKPN) sesuai dengan PSAK 71 Dissemination of Implementation of Allowance for Impairment Losses (CKPN) in accordance with PSAK 71	Otoritas Jasa Keuangan Financial Services Authority	16-17 Januari 2019 16-17 January 2019
Diskusi Evaluasi Operasi Moneter Discussion on Monetary Operation Evaluation	Bank Indonesia	23 Januari 2019 23 January 2019
Seminar *Refresher Management Risk* Risk Management Refresher Seminar	BARA	29 Januari 2019 29 January 2019
Pertemuan Konsolidasi Inisiatif Keuangan Berkelanjutan Indonesia Consolidation Meeting of Indonesian Sustainable Finance Initiative	IKBI	12 Februari 2019 12 February 2019
Diskusi Peraturan Kewajiban Pemenuhan Rasio *Leverage* bagi Bank Umum Discussion on the Regulation of Mandatory Fulfillment of Leverage Ratio for Commercial Banks	Otoritas Jasa Keuangan Financial Services Authority	18 Februari 2019 18 February 2019
Sosialisasi Rasio Intermediasi Penyangga Likuiditas Dissemination of Liquidity Buffer Intermediation Ratio	Bank Indonesia	12 April 2019 12 April 2019
Pelatihan *Sustainable Finance Awareness* Sustainable Finance Awareness Training	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute	16 April 2019 16 April 2019
Diskusi *Focus Group Discussion* untuk Panduan Kredit/Pembiayaan Sektor Perkebunan dan Industri Kelapa sawit Focus Group Discussion on Guidelines for Credit/Financing of Oil Palm Plantation and Industry Sector	Otoritas Jasa Keuangan Financial Services Authority	26 April 2019 26 April 2019
Sosialisasi Ketentuan Bank Umum Dissemination of Commercial Bank's Provisions	Bank Indonesia	29 April 2019 29 April 2019
Diskusi Peluang Pertumbuhan Intermediasi Indonesia di Tengah Dinamika Perekonomian Global Discussion on Indonesia's Intermediation Growth Opportunities Amid the Global Economic Dynamics	Bank Indonesia	3 Mei 2019 3 May 2019
Sosialisasi Pengembangan Laporan Lalu Lintas Devisa Bank Dissemination of Development of the Bank's Foreign Exchange Activity Reports	Bank Indonesia	13 Juni 2019 13 June 2019
Coaching Clinic Teknis Integrasi Pelaporan Technical Coaching Clinic for Reporting Integration	Bank Indonesia	18 Juni 2019 18 June 2019
Seminar Peran Direktur Kepatuhan dalam Menyikapi Tantangan Perekonomian *Digital* Seminar on the Role of Compliance Director in Addressing the Digital Economic Challenges	Forum Komunikasi Direktur Kepatuhan Perbankan Communication Forum of Banking Compliance Directors	27 Juni 2019 27 June 2019
Workshop Aplikasi Berbasis Teknologi *Digital* (OBOX) Workshop on Digital Technology Based Application (OBOX)	Otoritas Jasa Keuangan Financial Services Authority	5 September 2019 5 September 2019
Sosialisasi Peraturan Bank Indonesia tentang Devisa Hasil *Eksport* dan Devisa Pembayaran *Import* Dissemination of Bank Indonesia Regulation on Foreign Exchange of Export Output and Foreign Exchange of Import Payment	Bank Indonesia	22 November 2019 22 November 2019
Sosialisasi Sertifikat *Treasury* dan Penerapan Kode Etik Pasar Dissemination of Treasury Certificates and Implementation of Market Ethics Code	Bank Indonesia	26 November 2019 26 November 2019
Sosialisasi Peraturan Anggota Dewan Gubernur tentang *Systematic Internalisers* Dissemination of Regulation of Members of the Board of Governors on Systematic Internalisers	Bank Indonesia	28 November 2019 28 November 2019
Sosialisasi Hasil Penilaian Kepatuhan (LHKP), Peserta Sistem Pembayaran Bank Indonesia (SPBI), dan Kantor Pengelola Daftar Hitam Nasional (KPDHN) tahun 2019 Dissemination of Compliance Assessment Result (LHKP) of Participant of Bank Indonesia Payment System (SPBI), and National Black List Manager Office (KPDHN) in 2019	Bank Indonesia	28 November 2019 28 November 2019
Sosialisasi Ketentuan Bank Umum Dissemination of Commercial Bank's Provisions	Otoritas Jasa Keuangan Financial Services Authority	2-3 Desember 2019 2-3 December 2019

Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme
Anti Money Laundering (APU) and Prevention of Financing of Terrorism (PPT) Program

Seiring meningkatnya kegiatan perbankan dengan produk dan penawaran aktivitas perbankan yang makin kompleks, Bank Artha Graha Internasional menerapkan program anti pencucian uang dan pencegahan pendanaan terorisme (APU dan PPT).

Dasar Pembentukan APU dan PPT

Pembentukan APU dan PPT dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan No. 12/POJK.01/2017 tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Jasa Keuangan dan Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.03/2017 tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Perbankan. Selain itu, APU dan PPT Bank juga memiliki pedoman terkait tata kerja yang tertuang dalam Surat Edaran Operasi No. 138.05.0 tanggal 8 Juni 2018 tentang Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme.

Implementasi APU dan PPT

Pelaksanaan APU dan PPT Bank Artha Graha Internasional mengacu pada 5 pilar yaitu:

1. Pengawasan Aktif Dewan Komisaris dan Direksi

   Fungsi pelaksanaan, pengawasan, serta penerapan APU dan PPT telah dilakukan oleh pengurus dengan memberikan rekomendasi terhadap Laporan Triwulan yang disampaikan oleh UKK APU dan PPT.

2. Kebijakan dan Prosedur
   Penerapan program APU dan PPT tertuang dalam Surat Edaran Operasi No. 138.05.0 tanggal 8 Juni 2018 tentang Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme yang pelaksanaannya terus dilaksanakan secara bertahap, konsisten, serta berkesinambungan. Pemeriksaan dilaksanakan secara rutin oleh Unit Kerja Khusus APU dan PPT pada:
   a. Penomoran *customer identification file* (CIF) nasabah dengan menganut *single* CIF;
   b. Kelengkapan data nasabah baru pada *system alphabits* dan pembaruan data nasabah;
   c. Pengawasan terhadap transaksi keuangan nasabah untuk mendeteksi transaksi keuangan mencurigakan; dan
   d. Pengawasan nasabah berisiko tinggi *(high risk customer).*

In line with the increasing banking activities with the products and increasingly complex banking activities for offering, Bank Artha Graha Internasional has implemented anti-money laundering and prevention of financing of terrorism (APU and PPT) program.

Basis of Establishment of APU and PPT

Establishment of APU and PPT is based on the Financial Services Authority Regulation No. 12/POJK.01/2017 on the Implementation of Anti-Money Laundering and Prevention of Financing of Terrorism in Financial Services Sector, and Financial Services Authority Circular No. 32/SEOJK.03/2017 on the Implementation of Anti-Money Laundering and Prevention of Financing of Terrorism in Banking Sector. In addition, the Bank's APU and PPT also have guidelines related to the work procedures set forth in the Operations Circular No. 138.05.0 dated 8 June 2018 on Anti-Money Laundering and Prevention of Financing of Terrorism.

Implementation of APU and PPT

The implementation of APU and PPT of Bank Artha Graha Internasional refers to the 5 pillars, which are:

1. Active Monitoring of Board of Commissioners and Board of Directors
   The functions of implementing, monitoring, and applying APU and PPT have been performed by the management by ways of providing recommendations in the Quarterly Report submitted to APU and PPT UKK.

2. Policy and Procedure
   The application of the APU-PPT program is contained the Operational Circular No. 138.05.0 dated 8 June 2018 on Anti-Money Laundering and Prevention of Financing of Terrorism whose implementation continues to be carried out in stages, consistently and continuously. The examinations is regularly carried out by APU-PPT Special Work Unit on:
   a. Customer identification file (CIF) numbering that adopted the single CIF system;
   b. The completeness of new customer data on the alphabits system and updating customer data;
   c. Monitoring customer financial transactions to detect suspicious financial transactions; and
   d. Monitoring high-risk customers.

3. Pengendalian Internal
   Pemeriksaan rutin dilaksanakan oleh SKAI guna melihat efektivitas pelaksanaan program APU dan PPT pada kantor cabang. Hasil pemeriksaan disampaikan dalam bentuk Laporan Hasil Pemeriksaan SKAI, di mana setiap temuan akan ditindaklanjuti oleh kantor cabang terkait.

4. Sistem Informasi Manajemen
   Bank senantiasa mengembangkan sistem informasi yang dapat mengidentifikasi, menganalisa, memantau, dan menyediakan laporan secara efektif dan efisien. Sistem informasi manajemen tersebut mengidentifikasi karakteristik nasabah dan pola transaksi yang dilakukan untuk kemudian disesuaikan dengan kebutuhan internal maupun eksternal. Saat ini, Bank Artha Graha Internasional sudah mempunyai sistem baru untuk mendukung pelaksanaan APU dan PPT yang disebut AML-Cronos.

5. Sumber Daya Manusia dan Pelatihan
   Demi mempercepat sosialisasi serta pengenalan APU dan PPT, Bank mengadakan kegiatan pelatihan bagi karyawan melalui Kepala Kantor Layanan atau Pemimpin Cabang di kantor cabang masing-masing. Sedangkan, pelatihan oleh Direktorat Kepatuhan dilakukan jika ada pedoman atau ketentuan baru yang terkait APU dan PPT sebagai *refreshment*.

3. Internal Control
   Regular checks are carried out by the Internal Audit Work Unit (IAU) to see the effectiveness of the implementation of the APU-PPT program at the branch offices. The check results are submitted in the form of the IAU Audit Report and each finding will be followed up by the relevant branch office.

4. Management Information System
   The Bank always develops an information system that is able to identify, analyze, monitor, and provide the report in an effective and efficient manner. Such management information system identifies customer characteristics and the pattern of transactions carried out and adapted to the internal and external needs. At present, Bank Artha Graha Internasional already has a new system to support the implementation of APU-PPT called AML-Cronos.

5. Human Resources and Training
   In order to speed up the dissemination and induction of APU and PPT, the Bank provides training activities for employees through the Head of Service Office or Branch Manager at their respective branch office. Meanwhile, the training by the Compliance Directorate is carried out if there are any new guidelines or regulations related to APU and PPT as the refreshment.

Program Kerja dan Realisasi Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme

Sampai dengan akhir tahun 2019, Unit Kerja Khusus APU dan PPT Bank Artha Graha Internasional telah melaksanakan program kerja dengan pelaksanaan sebagai berikut.

Work Program and Realization of Anti Money Laundering and Prevention of Financing of Terrorism

By the end of 2019, APU and PPT Special Work Unit of Bank Artha Graha Internasional had implemented the work programs with the following implementation.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Melaporkan Transaksi Keuangan Tunai (LTKT), Transfer Dana dari dan ke Luar Negeri (LTKL), dan Transaksi Keuangan Mencurigakan (LTKM) sesuai aplikasi AML. Reporting Cash Financial Transactions, Fund Transfer to and from Abroad, and Suspicious Financial Transactions, in accordance with the AML application.	Melaporkan transaksi keuangan tunai, transaksi keuangan mencurigakan, dan transfer dana dari dan ke luar negeri kepada Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) secara rutin. Reporting cash financial transactions, fund transfer to and from abroad, and suspicious financial transactions, to the Indonesian Financial Transaction Reports and Analysis Center (PPATK), on a regular basis.
Menindaklanjuti atas pemberian informasi terkait permintaan dari Komisi Pemberantasan Korupsi (KPK), Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK), Kantor Pajak, Bank Indonesia dan lembaga lainnya. Following up on the provision of information related to requests from Indonesia's Corruption Eradication Commission (KPK), Indonesian Financial Transaction Reports and Analysis Center (PPATK), Tax Office, Bank Indonesia, and other institutions.	Menindaklanjuti surat permintaan dan informasi nasabah dari KPK dan PPATK, serta surat permintaan pemblokiran harta kekayaan penaggung pajak yang tersimpan pada Bank yang dikirimkan oleh kantor perpajakan. Following up on the request for customer information and data from KPK and PPATK, and request for blocking of taxpayers' assets stored in the Bank, that is submitted by the tax office.

Program Kerja Work Program	Realisasi 2019 2019 Realization
Melakukan tinjauan ulang terhadap pengembangan sistem informasi yang dimiliki oleh Bank disesuaikan dengan kebutuhan pelaporan dan pemantauan. Reviewing the development of the Bank's information system tailored to the reporting and monitoring needs.	Pengembangan sistem informasi akan terus dilakukan sesuai dengan kebutuhan. Saat ini, telah dilakukan kerjasama dengan *vendor* Anabatic-Cronos untuk pengembangan aplikasi APU dan PPT. The development of information system will be continuously carried out based on the needs. The Bank has cooperated with the vendor of Anabatic-Cronos for the development of APU and PPT application.
Memberikan pelatihan dan sosialisasi APU dan PPT. Providing training and dissemination of APU and PPT.	Pelatihan bidang APU dan PPT terus dilakukan secara berkesinambungan untuk semua karyawan baru. Sedangkan, untuk karyawan yang berhadapan langsung dengan nasabah dan karyawan pelaksana yang terkait langsung dengan pelaksanaan penerapan APU dan PPT, pelatihan rutin dilakukan setiap terdapat perubahan Undang-Undang ataupun Peraturan Bank Indonesia dan Peraturan Otoritas Jasa Keuangan terkait. Training on APU-PPT is continuously held for all new employees. Meanwhile, for employees who are directly dealing with customers and employees in charge who are directly related to the implementation of APU and PPT programs, regular training is provided if there are any changes to the Laws or Regulations of Bank Indonesia and the Regulations of Financial Services Authority of Indonesia.

Pengembangan Kompetensi APU dan PPT

Berikut pelatihan yang telah dilaksanakan selama tahun 2019:

Competence Development of APU and PPT

Below were the trainings held throughout 2019:

Materi Pengembangan Kompetensi/Pelatihan Competence Development/Training Material	Penyelenggara Organizer	Waktu dan Tempat Pelaksanaan Time and Place
E-Learing SIMANTAP	Pusat Pelaporan dan Analisis Transaksi Keuangan Financial Transaction Reporting and Analysis Center	Jakarta, 11 Februari 2019 Jakarta, 11 February 2019
Sosialisasi Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme Dissemination of Anti Money Laundering and Prevention of Financing of Terrorism	Pusat Pelaporan dan Analisis Transaksi Keuangan Financial Transaction Reporting and Analysis Center	Jakarta, 27 Maret 2019 Jakarta, 27 March 2019
Seminar Peran Direktur Kepatuhan dalam Menyikapi Tantangan Perekonomian Digital Seminar on the Role of Compliance Director in Addressing the Digital Economic Challenges	Forum Komunikasi Direktur Kepatuhan Perbankan Communication Forum of Banking Compliance Directors	Jakarta, 27 Juni 2019 Jakarta, 27 June 2019
Sosialisasi Peraturan Anggota Dewan Gubernur tentang *Systematic Internalisers* dan Sosialisasi Hasil Penilaian Kepatuhan (LHKP) peserta Sistem Pembayaran Bank Indonesia (SPBI), dan Kantor Pengelola Daftar Hitam Nasional (KPDHN) tahun 2019 Dissemination of Regulation of Members of the Board of Governors on Systematic Internalisers and Dissemination of Compliance Assessment Result (LHKP) of Participant of Bank Indonesia Payment System (SPBI), and National Black List Manager Office (KPDHN) in 2019	Bank Indonesia	Jakarta, 28 November 2019 Jakarta, 28 November 2019
Deseminasi Peraturan Pelaksanaan Peraturan Presiden No. 13 Dissemination of Regulation of Implementation of Presidential Regulation No. 13	Pusat Pelaporan dan Analisis Transaksi Keuangan Financial Transaction Reporting and Analysis Center	Jakarta, 5 Desember 2019 Jakarta, 5 December 2019

Penerapan Tata Kelola Terintegrasi
Implementation of Integrated Governance

Sampai tahun 2019, Bank Artha Graha Internasional belum mempunyai Entitas Anak atau keterkaitan kepemilikan dan/atau pengendalian dengan perusahaan lain di bidang jasa keuangan. Dengan demikian, Bank belum memiliki kewajiban dalam menerapkan tata kelola terintegrasi.

By the end of 2019, Bank Artha Graha Internasional did not have a Subsidiary or association in ownership and/or control in other companies in the financial services sector. Therefore, the Bank does not have any obligations to implement the integrated governance.

Permasalahan Hukum
Litigations

Sepanjang 2019, jumlah permasalahan hukum perdata dan pidana yang telah selesai (telah mempunyai kekuatan hukum yang tetap) dan dalam proses penyelesaian disajikan melalui tabel berikut.

Throughout 2019, total civil and criminal legal cases which were settled (having absolute legal power) and those under settlement process are presented through the following table.

Permasalahan Hukum Litigations	Jumlah Total		
	Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations
Telah selesai (telah mempunyai kekuatan hukum yang tetap) Settled (having absolute legal power)	2	4	-
Dalam proses penyelesaian In settlement process	30	26	-
Total	**32**	**30**	**-**

Perkara Penting dan Sanksi-Sanksi Administratif
Significant Cases and Administrative Sanctions

Perkara Penting yang Dihadapi oleh Perusahaan

Pada tahun 2019, Bank Artha Graha Internasional memiliki perkara penting yang dihadapi yang diuraikan sebagai berikut.

Significant Cases Faced by the Company

In 2019, Bank Artha Graha Internasional faced significant cases which are described as follows.

Perdata PT Bukit Ubud Lestari/ Civil Case of PT Bukit Ubud Lestari	
Para Pihak Parties	Penggugat/ Plaintiff : Bank Artha Graha Internasional Tergugat/ Defendant : 1. Franky Tjahyadikarta 2. Okie Rehardi Lukita 3. Sukma Agung Abadi 4. PT Bukit Ubud Lestari
Pokok Perkara Case Profile	Gugatan Wanprestasi Lawsuit related to Breach of Contract
Nilai Perkara Case Value	Rp124,267,137,893.48
Status Perkara Case Status	Gugatan dicabut Lawsuit was dismissed
Pengaruh terhadap Kinerja Bank Impact to Bank's Performance	Tidak signifikan karena telah dilakukan mitigasi Not significant because mitigation has been carried out
Sanksi Administratif Administrative Sanctions	Tidak ada sanksi administratif No administrative sanctions
Gugatan Wanprestasi PT Nusapacific Island Invenstement/ Lawsuit related to Breach of Contract of PT Nusapacific Island Investment	
Para Pihak Parties	Penggugat/ Plaintiff : Bank Artha Graha Internasional Tergugat/ Defendant : 1. Franky Tjahyadikarta 2. Okie Rehardi Lukita 3. PT Nusapacific Island Investment
Pokok Perkara Case Profile	Gugatan Wanprestasi Lawsuit related to Breach of Contract
Nilai Perkara Case Value	Rp257,099,988,976.01
Status Perkara Case Status	Gugatan dicabut Lawsuit was dismissed
Pengaruh terhadap Kinerja Bank Impact to Bank's Performance	Tidak signifikan karena telah dilakukan mitigasi Not significant because mitigation has been carried out
Sanksi Administratif Administrative Sanctions	Tidak ada sanksi administratif No administrative sanctions
Eksekusi CV Tiga Jaya Perkasa/ Execution of CV Tiga Jaya Perkasa	
Para Pihak Parties	Pemohon/ Petitioner : Bank Artha Graha Internasional Termohon/ Respondent : CV Tiga Jaya Perkasa
Pokok Perkara Case Profile	Eksekusi lelang Execution of auction
Nilai Perkara Case Value	Jadwal lelang tanggal 13 Februari 2019 Auction schedule dated 13 February 2019
Status Perkara Case Status	Lelang tidak ada peminat No parties were interested in the auction
Pengaruh terhadap Kinerja Bank Impact to Bank's Performance	Tidak signifikan karena telah dilakukan mitigasi Not significant because mitigation has been carried out
Sanksi Administratif Administrative Sanctions	Tidak ada sanksi administratif No administrative sanctions

Eksekusi PT Bahana Cipta Gemilang/Execution of PT Bahana Cipta Gemilang	
Para Pihak Parties	Pemohon/ Petitioner : Bank Artha Graha Internasional Termohon/ Respondent : PT Bahana Cipta Gemilang
Pokok Perkara Case Profile	Eksekusi lelang Execution of auction
Nilai Perkara Case Value	Jadwal lelang tanggal 17 Desember 2019 Auction schedule dated 17 December 2019
Status Perkara Case Status	Lelang tidak ada peminat No parties were interested in the auction
Pengaruh terhadap Kinerja Bank Impact to Bank's Performance	Tidak signifikan karena telah dilakukan mitigasi Not significant because mitigation has been carried out
Sanksi Administratif Administrative Sanctions	Tidak ada sanksi administratif No administrative sanctions

Perkara Penting yang Dihadapi oleh Entitas Anak

Sampai 2019, Bank Artha Graha Internasional tidak memiliki Entitas Anak, sehingga tidak ada informasi mengenai perkara penting yang dihadapi oleh Entitas Anak.

Significant Cases Faced by Subsidiary

Until 2019, Bank Artha Graha Internasional did not have a Subsidiary, therefore, there is no information on significant cases faced by Subsidiary.



Buy Back Saham dan *Buy Back* Obligasi
Buy Back of Shares and Buy Back of Bonds

Tujuan utama *buy back* saham dan obligasi adalah untuk mengurangi jumlah saham atau obligasi subordinasi yang telah diterbitkan Bank dengan cara membeli kembali saham atau obligasi subordinasi tersebut. Tata cara pembayaran dilaksanakan sesuai dengan ketentuan yang berlaku.

The main purpose of buy back of shares and bonds is to reduce the number of subordinated shares or bonds that have been issued by the Bank by buying back such subordinated shares or bonds. The payment procedures are carried out based on the applicable provisions.

Pemberian Dana Kegiatan Sosial dan/atau Kegiatan Politik
Provision of Fund for Social and/or Political Activities

Bank Artha Graha Internasional tidak diperbolehkan ikut terlibat dalam kegiatan politik, termasuk sumbangan maupun penyediaan dana apapun untuk tujuan politik. Sehubungan dengan hal tersebut Bank tidak menyediakan dana untuk kegiatan politik di tahun 2019.

Bank Artha Graha Internasional is not allowed to be involved in political activities, including donations or the provision of any funds for political purposes. Thus, the Bank did not provide any funds for political activities in 2019.

Penyediaan Dana kepada Pihak Terkait dan Penyediaan Dana Besar
Provision of Fund to Related Party and Provision of Large Exposure

Bank Artha Graha Internasional memiliki kebijakan, sistem, dan prosedur untuk penyediaan dana kepada pihak terkait dan penyediaan dana besar. Hal ini tertuang dalam pedoman Batas Maksimum Pemberian Kredit (BMPK).

Pada tahun 2019, penyediaan dana kepada pihak terkait dan penyediaan dana besar terdapat dalam tabel berikut.

Bank Artha Graha Internasional has policies, system, and procedure for the provision of fund to related parties and provision of large exposures. This is stated in the Legal Lending Limit (LLL) guidelines.

In 2019, the provision of fund to related parties and provision of large exposure were shown in the following table.

Penyediaan Dana Provision of Fund	Debitur Debtor	Jumlah Total	
		Penyediaan Dana (jutaan Rupiah) Provision of Fund (million Rupiah)	Realisasi (jutaan Rupiah) Realization (million Rupiah)
Kepada Pihak Terkait To Related Parties	9	400,793	398,278
Kepada Debitur Inti To Core Debtors	25	7,331,222	6,876,856
a. Individu a. Individual	13	3,186,354	3,077,360
b. Kelompok b. Group	12	4,144,868	3,799,496
Total	**34**	15,063,237	**14,151,990**

Transparansi Kondisi Keuangan dan Non Keuangan Bank
Transparency of Bank's Financial and Non-Financial Condition

Bank Artha Graha Internasional telah memenuhi kewajiban transparansi dan publikasi kondisi keuangan dan non-keuangan kepada pemangku kepentingan dan Otoritas Jasa Keuangan sesuai ketentuan yang berlaku.

Transparansi Kondisi Keuangan

Berikut transparansi kondisi keuangan yang telah dilakukan oleh Bank Artha Graha Internasional yaitu:

1. Laporan Tahunan, antara lain mencakup:
   a. Ikhtisar Keuangan, Laporan Dewan Komisaris, Laporan Direksi, Profil Perusahaan, Aspek Pendukung Bisnis, Analisis dan Pembahasan Manajemen, Tata Kelola Perusahaan, Struktur Permodalan dan Manajemen Risiko, serta Laporan Keberlanjutan;
   b. Laporan Keuangan Tahunan yang telah diaudit oleh Akuntan Publik dan Kantor Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan;
   c. Pernyataan Pertanggungjawaban Dewan Komisaris dan Direksi atas kebenaran isi Laporan Tahunan yang ditandatangani oleh seluruh anggota Dewan Komisaris dan anggota Direksi.

2. Laporan Keuangan Publikasi Triwulan
   Bank secara rutin mengumumkan Laporan Keuangan Publikasi secara triwulan yang disajikan pada situs Bank www.arthagraha.com.

Bank Artha Graha Internasional has met the obligations of transparency and the publication of financial and non-financial condition to the stakeholders and the Financial Services Authority of Indonesia according to the applicable regulations.

Transparency of Financial Condition

The following is the transparency of financial condition carried out by Bank Artha Graha Internasional, namely:

1. Annual Report, among others, include:
   a. Financial Highlights, Board of Commissioners Report, Board of Directors Report, Company Profile, Aspects of Business Support, Management Discussion and Analysis, Corporate Governance, Capital Structure and Risk Management, and Sustainability Report;
   b. Annual Financial Statements that have been audited by Public Accountant and Public Accounting Firm that are registered with the Financial Services Authority;
   c. Statement of Accountability of the Board of Commissioners and Board of Directors on the correctness of the Annual Report's contents, which is signed by all members of the Board of Commissioners and members of the Board of Directors.

2. Publication of Quarterly Financial Statements
   The Bank regularly publishes Quarterly Financial Statements which are presented on the Bank's website www.arthagraha.com.

3. Laporan Keuangan Publikasi Bulanan
   Bank memublikasikan Laporan Keuangan Publikasi Bulanan di situs Bank www.arthagraha.com sesuai dengan format Otoritas Jasa Keuangan.

Transparansi Kondisi Non-Keuangan

Bagi pemangku kepentingan lainnya seperti Pemegang Saham dan regulator, situs web Bank juga telah menyajikan berbagai informasi kondisi n-keuangan lainnya seperti visi dan misi, sejarah, struktur organisasi, Dewan Komisaris, Direksi, CSSR, Tata Kelola Perusahaan, Anggaran Dasar, dan lain-lainnya.

3. Publication of Monthly Financial Statements
   The Bank publishes Monthly Financial Statements on the Bank's website www.arthagraha.com based on the format specified by the Financial Services Authority of Indonesia.

Transparency of Non-Financial Condition

For other stakeholders such as Shareholders and regulators, the Bank's website also presents various information of non-financial condition such as vision and mission, history, organizational structure,Board of Commissioners, Board of Directors, CSSR, Corporate Governance, Articles of Association, and etc.

Akses Informasi dan Data Perusahaan
Access to Information and Corporate Data

Guna memudahkan akses informasi dan data terkait Bank Artha Graha Internasional bagi pemangku kepentingan, Bank menyediakan media penyebaran informasi yang memungkinkan pemangku kepentingan untuk menggunakan haknya secara penuh. Akses informasi disajikan melalui:

Sekretaris Perusahaan
Indra S Budianto
Gedung Artha Graha Sudirman Lt. 5
Kawasan Niaga Terpadu Sudirman (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta Selatan, 12190
Telepon : (021) 515 2168
Faksimile : (021) 515 3892
E-mail : co_secretary@ag.co.id
Website : www.arthagraha.com

Untuk mengenal lebih jauh mengenai Bank Artha Graha Internasional, Bank telah menyediakan media yang dapat diakses masyarakat, berupa:

Website

Pemegang saham, nasabah, maupun publik secara luas dapat mengakses informasi melalui situs Bank di **www.arthagraha.com**. Melalui situs tersebut, para pemangku kepentingan dapat menemukan informasi, seperti Laporan Tahunan, Laporan Keuangan Tahunan, visi dan misi, sejarah, struktur organisasi, Dewan Komisaris, Direksi, CSSR, Tata Kelola Perusahaan, Anggaran Dasar, dan lain-lainnya.

In order to enable access to information and data related to Bank Artha Graha Internasional for stakeholders, the Bank provides information dissemination media to allow the stakeholders to fully exercise their rights. Access to information is presented through:

Corporate Secretary
Indra S Budianto
Gedung Artha Graha Sudirman Lt. 5
Kawasan Niaga Terpadu Sudirman (SCBD)
Jl. Jenderal Sudirman Kav. 52-53
Jakarta Selatan, 12190
Telephone : (021) 515 2168
Facsimile : (021) 515 3892
E-mail : co_secretary@ag.co.id
Website : www.arthagraha.com

To find out more about Bank Artha Graha Internasional, the Bank has provides media that are, made available to the general public in the form of:

Website

Shareholders, customers, and wider public may access the information via the Bank's website on **www.arthagraha.com**. On the website, stakeholders can find the information, such as, Annual Report, Annual Financial Statements, vision and mission, history, organizational structure, the Board of Commissioners, the Board of Directors, CSSR, Corporate Governance, Articles of Association, and etc.

Media Cetak

Sebagai bagian dari keterbukaan informasi, Bank menggunakan media cetak untuk mempublikasikan seluruh kegiatan perusahaan yang perlu diketahui oleh Pemegang Saham, pemangku kepentingan, dan publik. Media yang dimaksud antara lain:

1. Laporan Tahunan;
2. Publikasi Laporan Keuangan Triwulan melalui media surat kabar yang beredar luas; dan
3. Publikasi Laporan Suku Bunga Dasar Kredit (SBDK).

Print Media

As a part of information disclosure, the Bank uses the print media to publish all of the corporate activities that are needed to be known by Shareholders, stakeholders, and public. The Media includes:

1. Annual Report;
2. The Publication of Quarterly Financial Statements via newspapers that are widely circulated; and
3. The Publication of Prime Lending Rate (PLR) Report.

Siaran Pers

Bank juga melakukan penyampaian informasi kepada pers terkait kinerja dan tindakan Bank selama tahun 2019 yang diungkapkan sebagai berikut.

Press Release

The Bank also communicate the information to press related to the Bank's performances and actions during 2019 which were disclosed as follows.

Tanggal Date	Tempat Place	Siaran Pers Press Release
16 Maret 2019 16 March 2019	Medan	Bersama Bank Artha Graha Internasional Wujudkan Inklusi Keuangan untuk Semua Kalangan Together with Bank Artha Graha Internasional, Let's Achieve Financial Inclusion for All
13 Mei 2019 13 May 2019	Cianjur	Menanam Pohon Bersama Bank Artha Graha Internasional Tree Planting with Bank Artha Graha Internasional
26 Juni 2019 26 June 2019	Jakarta	Pelaksanaan RUPS Tahunan Bank Artha Graha Internasional Tahun 2019 2019 Annual General Meeting of Shareholders of Bank Artha Graha Internasional
1 Agustus 2019 1 August 2019	Semarang	Bersama Bank Artha Graha Internasional Mewujudkan Inklusi Keuangan yang Lebih Baik Together with Bank Artha Graha Internasional, Let's Achieve Better Financial Inclusion
10 Oktober 2019 10 October 2019	Jakarta	Bank Artha Graha Internasional Kembangkan Konsep Layanan Cafe Banking Bank Artha Graha Internasional Develops Banking Cafe Services Concept



Kode Etik
Code of Conduct

Sebagai lembaga keuangan yang berkomitmen penuh dalam menjalankan prinsip-prinsip GCG dalam setiap lini bisnisnya, Bank Artha Graha Internasional telah melengkapi aturan perilaku, yaitu kode etik yang wajib dipatuhi semua pihak. Tujuan dan maksud dari penetapan kode etik Bank Artha Graha Internasional yaitu:

1. Memberikan pemahaman akan prinsip-prinsip GCG dalam budaya perusahaan yang dinyatakan dalam etika dan perilaku bisnis yang sesuai visi dan misi Bank;
2. Mendorong seluruh insan Bank Artha Graha Internasional berperilaku sesuai GCG dan nilai-nilai budaya perusahaan;
3. Mencegah terjadinya penyimpangan atau *fraud* yang berisiko terhadap reputasi Bank;
4. Menjaga komitmen dalam melaksanakan visi dan misi Bank sesuai dengan nilai-nilai budaya dalam etika dan perilaku bisnis;
5. Menjaga citra Bank di mata masyarakat melalui kinerja Bank yang baik dengan memerhatikan perilaku dan etika berbisnis yang sehat dan berkesinambungan;
6. Memberikan pedoman dalam pengelolaan benturan kepentingan dan pengendalian gratifikasi; serta
7. Menjaga hubungan dengan pihak eksternal yang harmonis dan saling menguntungkan.

As a financial institution that is fully committed to applying GCG principles in each business lines, Bank Artha Graha International has complemented the rules of conduct, namely the code of conduct that must be adhered to by all parties. The purpose and objectives of applying Bank Artha Graha Internasional's Code of Conduct are:

1. Providing an understanding of GCG principles in the corporate culture that are stated in ethics and business conduct that are in line with the Bank's vision and mission;
2. Encouraging all Bank Artha Graha Internasional's personnels to behave according to the GCG and corporate cultural values;
3. Preventing the occurrence of irregularities or fraud that puts the Bank's reputation at risk;
4. Maintaining the commitment to implementing the Bank's vision and mission in accordance with cultural values in ethics and business conduct;
5. Maintaining the Bank's image in front of the public through excellent performance of the Bank, by taking into account healthy and sustainable business conduct and ethics;
6. Providing guidelines in managing conflicts of interest and controlling gratuities; and
7. Maintaining harmonious and mutually beneficial relationships with external parties.

Pokok-Pokok Kode Etik

Kode Etik Bank Artha Graha Internasional mencakup pada etika bisnis dan etika kerja meliputi:

Principles of Code of Conduct

Bank Artha Graha Internasional's Code of Conduct includes business ethics and work ethics such as:

Pokok-pokok Kode Etik Principles of Code of Conduct	Uraian Description
Etika Bisnis Business Ethics	1. Tidak membocorkan atau menyampaikan dengan cara apapun semua informasi yang yang diketahui oleh karyawan mengenai Bank Artha Graha Internasional maupun nasabahnya kepada pihak ketiga (orang lain, nasabah, kawan, atau keluarga); 2. Pada waktu jam kerja dan terlebih lagi sesudah jam kerja, karyawan wajib menjaga semua data dan informasi yang menjadi wewenangnya, antara lain buku catatan, buku data, laporan, dan lain-lain, serta tidak membiarkan data dan informasi tersebut di tempat terbuka, sehingga dengan mudah bisa dilihat atau dibaca oleh orang lain; 3. Bila karyawan berhenti bekerja dari Bank Artha Graha Internasional, karyawan wajib menyerahkan semua catatan data, dokumen, buku pedoman, dan surat-surat milik Bank Artha Graha Internasional kepada atasan langsung; serta 4. Meskipun karyawan sudah berhenti dari Bank Artha Graha Internasional, karyawan wajib untuk tetap menjaga rahasia Bank Artha Graha Internasional dan nasabah yang diketahui oleh karyawan tersebut pada pihak lain. 1. Not divulging or conveying, in any way, all information that is known by employees regarding Bank Artha Graha Internasional or its customers to third parties (other people, customers, friends, or family members); 2. During working hours and even after working hours, employees are obliged to maintain all data and information that is under their authority, including notebooks, data books, reports, etc., and do not allow such data and information to be open, so that it can easily be seen or read by others; 3. If the employees are no longer working at Bank Artha Graha Internasional, the said employees must submit all records of data, documents, manuals, and letters belonging to Bank Artha Graha Internasional to their direct superiors; and 4. Even though the employees are no longer working at Bank Artha Graha Internasional, the said employees are obliged to keep the confidentiality of Bank Artha Graha Internasional and its customers known by them in relation to other parties.

Pokok-pokok Kode Etik Principles of Code of Conduct	Uraian Description
Etika Kerja Work Ethics	1. Karyawan tidak dibenarkan mempunyai ikatan kerja lain, baik secara langsung maupun tidak langsung dengan badan usaha atau usaha perorangan; 2. Dalam hubungan dengan nasabah atau relasi, setiap karyawan tidak dibenarkan menerima hadiah, berupa barang dan uang, yang dapat mengakibatkan berkurangnya keobjektifan karyawan dalam mempertimbangkan kepentingan yang diharapkan dari pemberian barang tersebut. Dalam hal karyawan terpaksa menerima pemberian dan sulit sekali menolaknya, maka karyawan yang bersangkutan, melalui atasannya, wajib melaporkan hal tersebut kepada Direksi untuk dicarikan jalan keluar yang sebaik-baiknya; 3. Pada prinsipnya, setiap karyawan menyadari sepenuhnya bahwa Bank tidak membenarkan seorang atau lebih anggota keluarga karyawan bekerja pada satu Bank yang sama; 4. Setiap karyawan harus mempunyai kesadaran untuk tidak melakukan tindakan tercela, seperti memalsukan dokumen dan tanda tangan, memberikan keterangan yang tidak benar kepada atasan atau Bank, serta tindakan ketidakjujuran lainnya yang dapat merugikan dan merusak nama Bank, baik secara langsung maupun tidak langsung; serta 5. Setiap karyawan harus menyadari bahwa setiap pelanggaran atau melakukan hal yang menyangkut ketidakjujuran atas ketentuan tersebut di atas, sudah merupakan alasan yang kuat bagi karyawan untuk menerima tindakan yang akan diambil oleh Bank, antara lain pemutusan hubungan kerja, dan bahkan melanjutkan pemrosesan perkaranya kepada pihak berwenang, walaupun sudah tidak mempunyai hubungan kerja sekalipun. 1. Employees are not justified to have other work commitments, either directly or indirectly with any individual or business entity; 2. In relation to customers or relations, each employee is not allowed to receive a gift, in the form of goods and money, which can reduce their objectivity in considering the expected interest in return for the provision of goods or gratuity. In the event that an employee is forced to accept the gift and it is difficult to reject it, then the employee concerned, through their supervisor, must escalate such matter to the Board of Directors to obtain the best solution; 3. In principle, every employee should be fully aware that the Bank does not justify one or more of their family members of employees working at the same Bank; 4. Every employee must have an awareness not to commit disgraceful actions, such as falsifying documents, signatures, giving incorrect information to superiors or the Bank, as well as other dishonest acts that can harm and damage the Bank's name, either directly or indirectly; and 5. Every employee must aware that every violation of the above provisions or dishonest acts constitutes a strong reason for them to receive actions that will be taken by the Bank, including termination of employment, and even bringing the case to the authorities, even though they are no longer employed at the Bank.

Kepatuhan terhadap Kode Etik

Bank Artha Graha Internasional senantiasa berkomitmen dalam mematuhi kode etik sebagai standar etika tertinggi dalam menjalankan setiap kegiatan bisnis maupun operasionalnya. Kesadaran akan penerapan kode etik telah menjadi bagian yang tidak dapat dipisahkan dari tanggung jawab seluruh insan Bank, guna memberikan dampak positif bagi Bank Artha Graha Internasional.

Penyebarluasan Kode Etik

Penyebarluasan Kode Etik Bank Artha Graha Internasional dilakukan dengan menyelenggarakan program sosialisasi pada seluruh insan Bank tanpa terkecuali, baik di dalam Bank maupun yang berkaitan langsung dengan bisnis perusahaan. Program sosialisasi tersebut dilakukan dengan:

1. Menyampaikan kepada seluruh karyawan dan Direksi Bank melalui *e-mail* administrator;
2. Menyampaikan pada saat penandatanganan Perjanjian Kerja Bersama yang dilakukan antara calon karyawan dengan manajemen Bank;
3. Melakukan pengawasan di setiap unit kerja; dan
4. Menandatangani surat pernyataan Pakta Integritas untuk menaati etika bisnis.

Compliance with Code of Conduct

Bank Artha Graha Internasional is always committed to adhering to the code of conduct as the highest ethics standard in running its business activities and operations. The awareness of the application of the code of conduct has become an inseparable part of the responsibilities of all Bank's personnels, in order to have a positive impact on Bank Artha Graha Internasional.

Dissemination of Code of Conduct

The Code of Conduct of Bank Artha Graha Internasional is spread to all Bank's employees without exception, through dissemination program, both within the Bank and those directly related to its business. The dissemination program is carried out by:

1. Sending administrator email to all employees and the Board of Directors' Bank;
2. Informing the prospective employees upon the signing of Collective Bargaining Agreement between the prospective employees and the Bank's management;
3. Monitoring each work unit; and
4. Signing the declaration of Integrity Pact to comply with the business ethics.

Upaya Penerapan dan Penegakan Kode Etik

Penerapan dan penegakan Kode Etik Bank Artha Graha Internasional berlaku bagi seluruh jajaran Bank, tanpa terkecuali, mulai dari Dewan Komisaris, Direksi, karyawan, dan individu lain yang terkait dengan bisnis Bank. Sebagai upaya penegakan kode etik, Bank siap menerima berbagai laporan terkait penyimpangan kode etik yang terjadi di Bank Artha Graha Internasional.

Pihak yang bertanggung jawab atas penyimpangan kode etik yaitu Satuan Kerja Audit Internal. Penyampaian pelanggaran dapat dilakukan apabila disertai dengan bukti yang konkret agar dapat segera ditangani. Jika bukti tersebut dianggap benar dan terjadi pelanggaran kode etik, maka Bank akan memberikan sanksi yang tegas sesuai dengan peraturan yang berlaku.

Effort to Implement and Enforce Code of Conduct

The implementation and enforcement of Bank Artha Graha Internasional's Code of Conduct apply to all levels of the Bank, without exception, from the Board of Commissioners, Board of Directors, employees, and other individuals engaged in the Bank's business. In an effort to enforce the Code of Conduct, the Bank is prepared to receive reports regarding Code of Conduct violations that have occurred at Bank Artha Graha Internasional.

The party responsible for receiving reports of Code of Conduct violations is the Internal Audit Unit (IAU). Submission of violation reports can be done only when they are substantiated with concrete evidence so that they can be dealt with immediately. If the evidence is deemed valid and it is found that the code of conduct violation has occurred, the Bank will enforce a strict sanction in accordance with the applicable regulations.

Whistleblowing System
Whistleblowing System

Whistleblowing System adalah saluran komunikasi yang memfasilitasi *whistleblower*/pelapor untuk melaporkan kejadian atau dugaan terkait dengan tindakan *fraud*, pelanggar kebijakan, penyuapan/pinjam-meminjam uang dengan *customer*, pelecehan seksual, pencurian/penggelapan, kecurangan laporan keuangan, aktivitas ilegal dan pelanggaran kode etik lainnya yang melibatkan karyawan Bank Artha Graha Internasional dan/atau dengan pihak-pihak terkait yang terjaga kerahasiaan identitas pelapornya. *Whistleblowing system* merupakan salah satu bentuk komitmen Bank Artha Graha Internasional dalam mendukung penerapan GCG yang baik dan praktik bisnis yang berintegritas.

Kebijakan *Whistleblowing System*

Kebijakan *whistleblowing system* Bank Artha Graha Internasional telah diatur dalam Pedoman Kebijakan Perusahaan tentang Strategi *Anti Fraud*, Penyampaian Laporan Pelanggaran dan *Fraud*.

Tujuan *Whistleblowing System*

Berikut ini tujuan dari adanya *whisteblowing system*.

1. Mendeteksi dini dan mencegah terjadinya penyimpangan ataupun pelanggaran di lingkungan Bank Artha Graha Internasional; serta
2. Menciptakan iklim kerja yang sehat, terbuka, tulus, jujur, dan bertanggung jawab di lingkungan Bank.

Whistleblowing System is a communication channel that facilitates the whistleblower to report actual or suspected fraud, policy violation, bribery/borrowing from and lending to customer, sexual harassment, theft/embezzlement, financial statement fraud, illegal activity, and other code of conduct violations that implicate Bank Artha Graha Internasional's employees and/or with the related parties and this system protects the confidentiality of the whistleblower's identity. Whistleblowing system is one of Bank Artha Graha Internasional's commitment to supporting the a good GCG implementation and business practices with integrity.

Whistleblowing System Policies

Whistleblowing system policies of Bank Artha Graha Internasional have been regulated in the Company Policy Guidelines for Anti-Fraud Strategies, Submission of Reports of Violation and Fraud.

Whistleblowing System Objectives

The following is the objectives of the whistleblowing system.

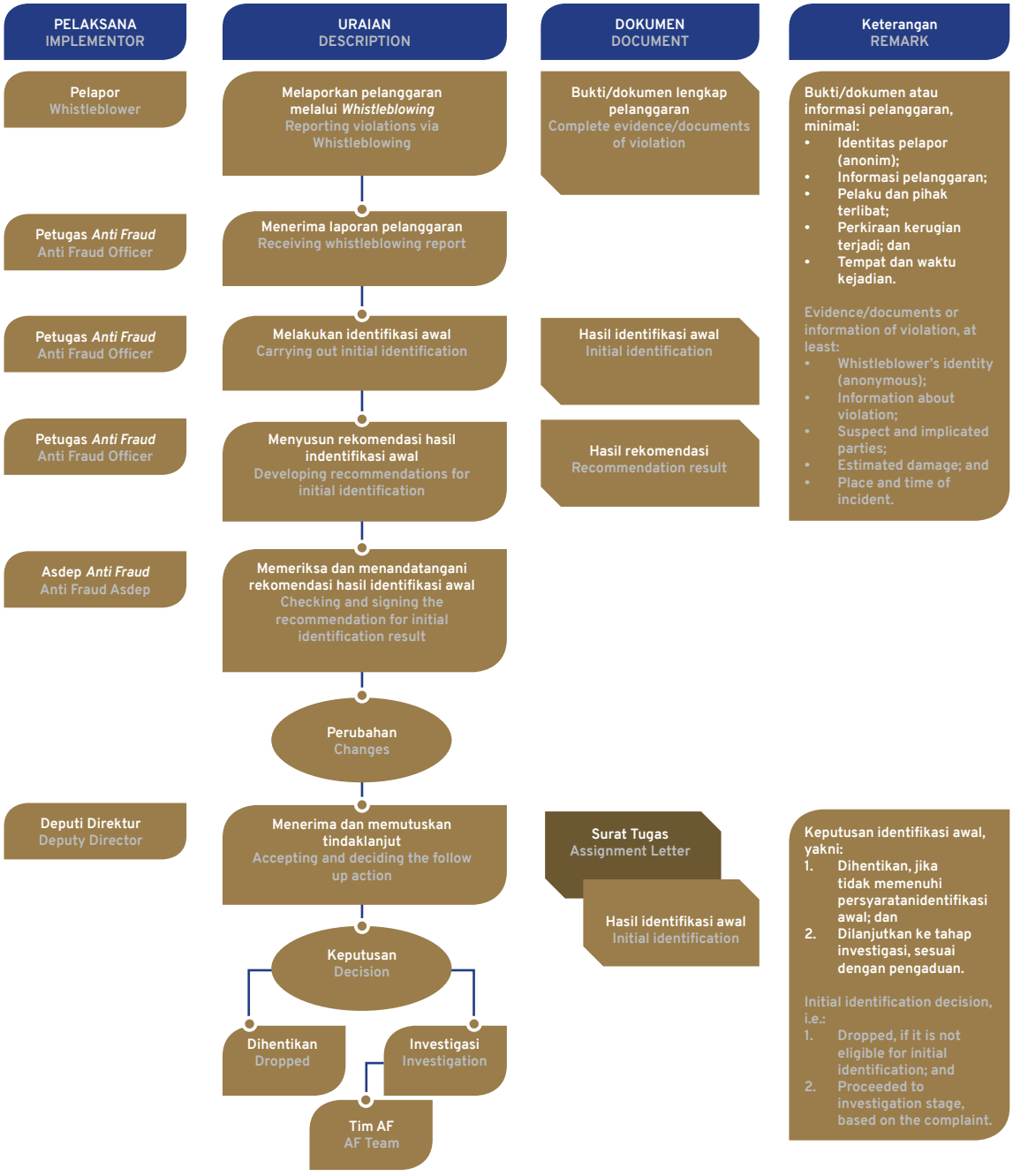
1. To detect early and prevent any irregularities or violations in the environment of Bank Artha Graha Internasional; and
2. To create a work climate that is healthy, open, genuine, honest, and responsible within the Bank's environment.

Pihak yang Mengelola Pengaduan

Pihak yang bertanggung jawab dalam mengelola *whistleblowing system* Bank Artha Graha Internasional yaitu Sub Direktorat *Anti Fraud* dan APU-PPT.

Party Managing Complaint

The parties who are responsible for managing the whistleblowing system of Bank Artha Graha Internasional are the Sub-Directorate of Anti-Fraud and APU-PPT.



Media Pelaporan

Berdasarkan Pedoman Kebijakan Perusahaan tentang Strategi *Anti Fraud*, penyampaian laporan pelanggaran dan fraud dapat disampaikan kepada Unit Kerja *Anti Fraud* dan APU-PPT Direktorat Kepatuhan melalui:

1. Surat : Gedung Artha Graha Lt. 5, Jl. Jenderal Sudirman Kav. 52-53. Jakarta selatan, 12190
2. *E-mail* : antifraud@ag.co.id

Reporting Media

Based on the Company Policy Guidelines on Anti-Fraud Strategies, submission of reports of violation and fraud can be submitted to the Anti-Fraud Work Unit and APU-PPT of the Directorate of Compliance through:

1. Letter: Gedung Artha Graha Lt. 5, Jl. Jenderal Sudirman Kav. 52-53, Jakarta Selatan, 12190
2. E-mail : antifraud@ag.co.id

Perlindungan bagi *Whistleblower*

Atas laporan yang terbukti kebenarannya, Bank Artha Graha Internasional akan memberikan perlindungan terhadap pelapor, yang meliputi:

1. Jaminan kerahasiaan identitas pelapor dan isi laporan yang disampaikan;
2. Jaminan perlindungan terhadap perlakuan yang merugikan pelapor;
3. Jaminan perlindungan dari kemungkinan adanya tindakan ancaman, intimidasi, hukuman ataupun tindakan tidak menyenangkan lainnya dari pihak terlapor.

Penanganan Pengaduan

Berikut tahapan penanganan pengaduan yang diterima Bank Artha Graha Internasional.

1. Informasi atas dugaan suatu kegiatan *fraud* akan ditindaklanjuti;
2. Bukti-bukti yang terkait dengan kejadian yang patut diduga dikumpulkan kemudian dilakukan verifikasi;
3. Jika terindikasi *fraud*, maka dilakukan pemeriksaan secara menyeluruh;
4. Melaksanakan identifikasi terkait kelemahan dan penyebab terjadinya *fraud*, serta menentukan langkah selanjutnya termasuk salah satunya memperkuat sistem pengendalian internal Bank; dan
5. Membuat laporan kepada Direktur Utama dengan tembusan kepada Dewan Komisaris.

Sosialisasi *Whistleblowing System*

Dalam rangka mengefektifkan penerapan *whistleblowing system* Bank Artha Graha Internasional melalui SKAI melaksanakan sosialisasi *anti fraud*. Pada tahun 2019, Bank telah melaksanakan sosialisasi *anti fraud* ke seluruh kantor cabang/kantor cabang pembantu/kantor kas Bank Artha Graha Internasional, termasuk pada karyawan *outsourcing (driver, office boy*, dan *security).*

Bentuk pelanggaran yang dapat dilaporkan dan akan ditindaklanjuti oleh Sub Direktorat *Anti Fraud* dan APU PPT Bank Artha Graha Internasional yaitu:

1. Korupsi;
2. Suap;
3. Benturan kepentingan;
4. Pencurian;
5. Kecurangan;
6. Pelanggaran kode etik perusahaan;
7. Perbuatan asusila; serta
8. Hal-hal lain yang terkait dengan pelanggaran hukum dan peraturan Bank.

Laporan *Whistleblowing System*

Pada tahun 2019, Bank Artha Graha Internasional tidak menerima laporan pengaduan.

Protection for Whistleblower

If the report is found true, Bank Artha Graha Internasional will provide protection for the whistleblower, including:

1. Guaranteeing confidentiality of whistleblower's identity and contents of submitted report;
2. Guaranteeing protection against treatment that harms the whistleblower;
3. Guaranteeing protection of the possibility of threats, intimidation, punishment, or other unpleasant actions from the reported party.

Complaint Handling

The following is the stages of handling the reports received by Bank Artha Graha Internasional.

1. Information on suspected fraud activities will be followed up;
2. Evidence related to suspected events will be collected and later be verified;
3. If fraud is indicated, a thorough examination will be carried out;
4. Identification regarding weaknesses and causes of fraud will be performed, and the next steps will be decided, one of them includes how to strengthen the Bank's internal control system; and
5. Making a report to the President Director with a copy to the Board of Commissioners.

Dissemination of Whistleblowing System

In order to improve the implementation of whistleblowing system, Bank Artha Graha Internasional has carried out anti-fraud dissemination activities. In 2019, the Bank conducted anti fraud dissemination activities at all branch offices/sub-branch offices/cash offices of Bank Artha Graha Internasional, which extended to outsourced employees (drivers, office boys, and security personnels).

Types of violations that can be reported and will be followed by the Sub-Directorate of Anti-Fraud and APU-PPT of Bank Artha Graha Internasional are:

1. Corruption;
2. Bribery;
3. Conflict of interest;
4. Theft;
5. Fraud;
6. Violation of the Company's code of conduct;
7. Immoral acts; and
8. Other matters related to violations against the Bank's laws and regulations.

Whistleblowing System Report

In 2019, Bank Artha Graha Internasional did not receive any whistleblowing report.

Sanksi/Tindak Lanjut atas Pengaduan yang telah Selesai di Proses

Pada tahun 2019, Bank Artha Graha Internasional tidak menerima pengaduan pelanggaran. Namun, apabila terdapat pengaduan pelanggaran yang masuk dan setelah diinvestigasi terbukti sebagai pelanggaran maka dikenakan sanksi sesuai dengan peraturan yang berlaku.

Internal Fraud

Guna mengurangi penyimpangan internal *(Internal Fraud)* yang dilakukan oleh anggota Dewan Komisaris dan Direksi, pegawai tetap, pegawai tidak tetap (honorer) dan tenaga kerja alih daya *(outsourcing)* yang memengaruhi kondisi kinerja perusahaan, Bank melakukan berbagai upaya pencegahan terhadap kemungkinan terjadinya *internal fraud* yang dilakukan oleh seluruh insan perusahaan.

Selama tahun 2019, penyimpangan/kecurangan terkait proses kerja dan kegiatan operasional Bank dijelaskan melalui tabel berikut.

Sanction/Follow Up of Complaints that have been Settled

In 2019, Bank Artha Graha Internasional did not receive any whistleblowing report. However, if there are any incoming complaints regarding violations, and after the investigation, the violation is found true, the sanction will be enforced based on the applicable regulations.

Internal Fraud

In order to reduce internal fraud conducted by the members of the Board of Commissioners and Board of Directors, permanent employees, non-permanent employees (non-exempt employee) and outsourced employees, that can affect the company's performance condition, the Bank conducts various preventive effort against potential internal fraud that might be carried out by all of the company's personnels.

Throughout 2019, any irregularities/fraud related to the Bank's work processes and operational activities were explained in the following table.

Uraian Description	Anggota Dewan Komisaris dan Direksi Members of Board of Commissioners and Board of Directors		Pegawai Tetap Permanent Employees		Pegawai Tidak Tetap dan Tenaga Kerja Alih Daya Temporary Employees and Outsourced Employees	
	Tahun Sebelumnya Previous Year	Tahun Berjalan Current Year	Tahun Sebelumnya Previous Year	Tahun Berjalan Current Year	Tahun Sebelumnya Previous Year	Tahun Berjalan Current Year
Total *Fraud* Total Fraud	-	-	2	5	-	-
Telah Diselesaikan Settled	-	-	2	5	-	-
Dalam Proses Penyelesaian Internal Bank Under the Bank's Internal Settlement Process	-	-	-	-	-	-
Belum Diupayakan Penyelesaian Settlement has not been sought	-	-	-	-	-	-
Telah Ditindaklanjuti Melalui Proses Hukum Has been followed-up through legal process	-	-	2	5	-	-

Rencana Strategis Bank
Bank's Strategic Plan

Rencana Strategis Bank

Rencana strategis Bank disusun sebagai upaya untuk menjawab tantangan bisnis dalam 10 tahun mendatang (2020-2029). Bank Artha Graha Internasional akan bergerak menjadi *Digital Banking* yang menyediakan *One Stop Solution Banking Services* untuk nasabah. Strategi ini mendukung pergerakan era *digital* serta peluang bonus demografi negara Indonesia yang akan mulai tampak pada tahun 2025. Serangkaian rekam jejak telah dirumuskan Bank untuk menjalankan strategi besar tersebut.

Fokus utama Bank Artha Graha Internasional adalah penguatan internal serta pembangunan infrastruktur TI dan SDM, dimana diharapkan peningkatan infrastruktur TI yang akan dikelola dengan baik oleh talenta-talenta Bank yang memiliki kompetensi handal di era *digital*. Rekam jejak tersebut telah digambarkan dalam peta strategi level korporasi Bank Artha Graha Internasional sebagai bentuk penerjemahan strategi yang dapat dilaksanakan.

Rencana Jangka Panjang

Untuk mencapai visi dan misi, Bank Artha Graha Internasional telah menentukan rencana strategis serta *destination statement* untuk 10 tahun ke depan. Rencana strategis Bank Artha Graha Internasional dibagi atas 3 fase utama dengan masing-masing fase memiliki tema serta sasaran yang ingin dicapainya, yaitu:

1. *Strengthen Foundation and Digitalization;*
2. *Sustainable Business Expansion*; dan
3. *Market Prominence.*

Penjelasan rencana strategis Bank Artha Graha Internasional sampai dengan tahun 2029 sebagai berikut.

Bank's Strategic Plan

The Bank's strategic plan is prepared as an effort to respond to business challenges in the next 10 years (2020-2029). Bank Artha Graha Internasional will provide Digital Banking that offers One Stop Solution Banking Services for customers. This strategy support the movement of digital era and the opportunity for Indonesia demographic bonus that will arise in 2025. A series of track records has been formulated by the Bank to run such big strategy.

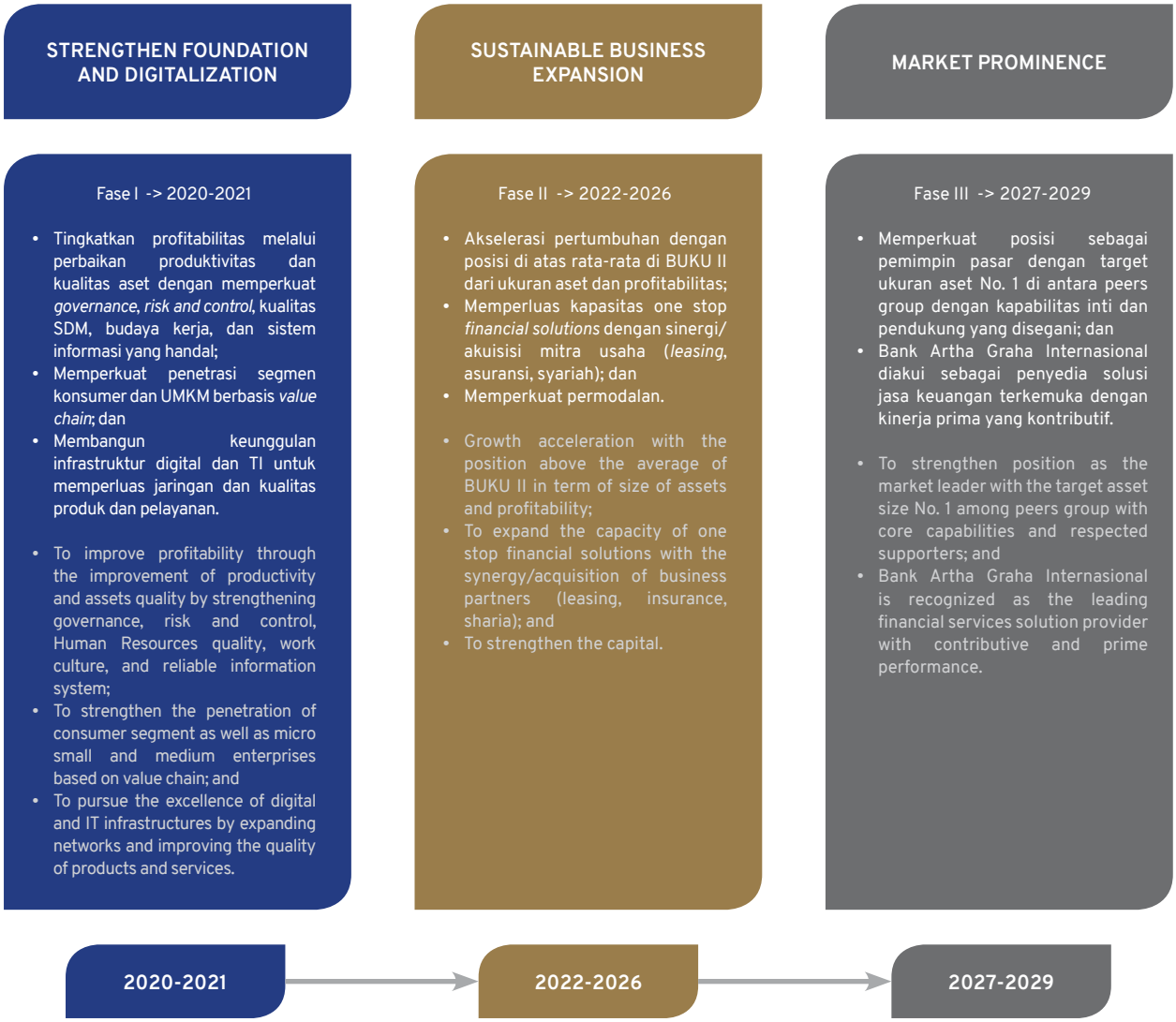
The main focus of Bank Artha Graha Internasional is internal strengthening as well as IT and HR infrastructures development, where it is expected that IT infrastructure improvement that will be well-managed by the Bank's talents who have reliable capabilities in digital era. Such track records have been described in the map of corporate-level strategy of Bank Artha Graha Internasional as the form of translation of strategy that can be carried out.

Long-Term Plan

To achieve its vision and mission, Bank Artha Graha Internasional has determined strategic plans and destination statements for the next 10 years. These strategic plans of Bank Artha Graha Internasional comprise 3 main phases with each phase has its own theme and targets that want to be reached, namely:

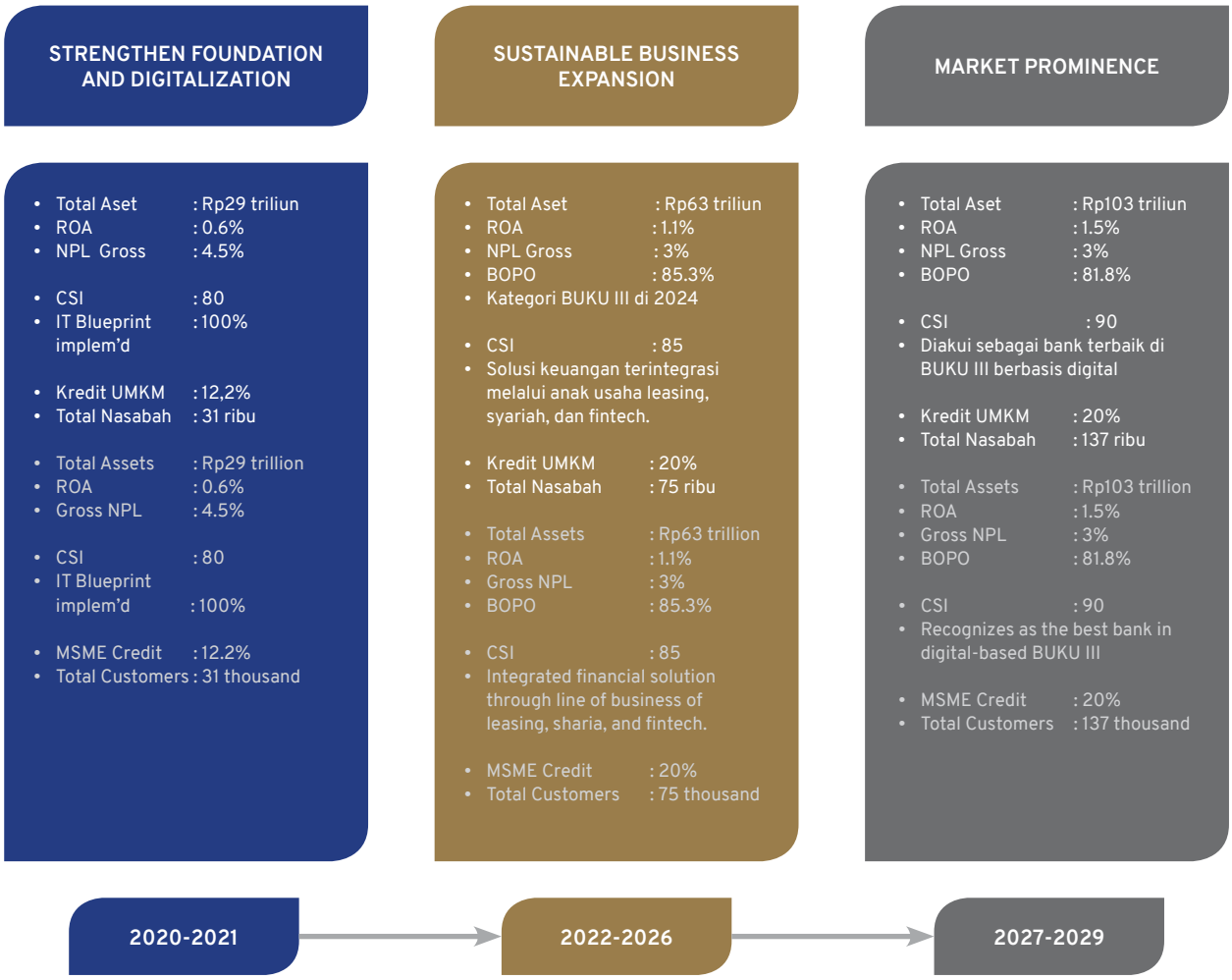
1. Strengthen Foundation and Digitalization;
2. Sustainable Business Expansion; and
3. Market Prominence.

The explanation of strategic plans of Bank Artha Graha Internasional until 2029 is as follows.



Sedangkan *destination statement* per masing-masing *fase* sebagai berikut.

Meanwhile the destination statement per each phase is as follows.



Rencana Bisnis Bank

Dalam Rencanan Bisnis Bank (RBB) tahun 2020-2022 diselaraskan dengan Rencana Strategis Bank Artha Graha Internasional 2020-2029 dalam Fase I yaitu *Strengthen Foundation and Digitalization* dengan penjelasan sebagai berikut.

1. Meningkatkan profitabilitas melalui perbaikan produktivitas dan kualitas aset dengan memperkuat *governance, risk and control*, kualitas SDM, budaya kerja, dan sistem informasi yang handal;
2. Memperkuat penetrasi segmen consumer dan UMKM berbasis *value chain;* dan
3. Membangun kepemimpinan infrastruktur digital dan TI untuk memperluas jaringan dan kualitas produk dan layanan.

Bank's Business Plan

The Bank's Business Plan of 2020-2022 is aligned with the Strategic Plans of Bank Artha Graha Internasional of 2020-2029 in Phase I is Strengthen Foundation and Digitalization with the following explanation.

1. To improve profitability through the improvement of productivity and assets quality by strengthening governance, risk and control, Human Resources quality, work culture, and reliable information system;
2. To strengthen the penetration of consumer segment as well as micro, small, and medium enterprises based on value chain; and
3. To build the leadership of digital and IT infrastructures by expanding network and improving the quality of products and services.





Bank Artha Graha Internasional telah menetapkan beberapa inisiatif keberlanjutan yang sesuai dengan kegiatan usaha utama yang dijalankan, yakni kredit yang berwawasan lingkungan (kredit hijau berkualitas) serta keuangan inklusif.



Laporan **Keberlanjutan**

Sustainability Report

Bank Artha Graha Internasional has established several sustainability initiatives that are in line with the main business activities carried out, namely environmentally friendly credit (quality green credit) and inclusive finance.

Ikhtisar Kinerja Keberlanjutan
Sustainability Performance Highlights



Uraian Description	2019	2018	2017
Portofolio Kredit Hijau Green Credit Portfolio			
Plafon Limit	Rp3,023,551,776,016	Rp1,698,428,980,868	Rp2,266,375,254,060
Baki Debet Outstanding	Rp2,892,753,306,081	Rp1,626,612,257,439	Rp1,139,587,775,295
Pembiayaan Kredit Usaha Rakyat Financing of Micro Community Commercial Loans			
Jumlah Debitur Total Debtors	21,289 orang/persons	36,209 orang/persons	28,148 orang/persons
Outstanding	Rp382,764,458,255	Rp712,084,815,333	Rp719,277,841,525
Keuangan Inklusif Inclusive Finance			
Agen Agents	98 agen/agents	92 agen/agents	443 agen/agents
Rekening Nasabah Customer Accounts	553 rekening/accounts	538 rekening/accounts	95 rekening/accounts
Survei *Engagement* Karyawan Employees Engagement Survey	71.14%	70.66%	70.34%
Survei Kepuasan Nasabah Customer Satisfaction Survey	81.11%	78.68%	75.45%

Ringkasan Eksekutif
Executive Summary



Bank Artha Graha Internasional berkomitmen untuk mewujudkan pembangunan berkelanjutan dengan menjaga stabilitas ekonomi yang mengedepankan aspek ekonomi, sosial, dan lingkungan hidup. Pada tahun 2016, Bank Artha Graha Internasional bersama delapan bank lainnya mewakili 46% aset perbankan nasional yang dijalankan oleh Otoritas Jasa Keuangan dengan dukungan *technical assistance* dari WWF Indonesia yang bertajuk *Pilot Project Indonesia First Movers on Sustainable Banking. Pilot Project Indonesia* diharapkan dapat mewujudkan peran konkret Bank untuk mengintegrasikan stabilitas ekonomi dalam praktik perbankan sesuai dengan *Roadmap* Keuangan Berkelanjutan di Indonesia.

Sebagai implementasi dari *Pilot Project Indonesia First Movers on Sustainable Banking,* sampai akhir tahun 2019, Bank telah menerapkan praktik tata kelola dengan memperhatikan aspek sosial dan lingkungan. Implementasi ini bertujuan untuk melindungi kepentingan *stakeholders* dan meningkatkan kepatuhan terhadap peraturan perundang-undangan serta nilai-nilai etika yang berlaku umum di industri perbankan. Sejalan dengan implementasi *First Movers*, Bank juga telah melakukan pengembangan kompetensi dalam kemampuan organisasi, manajemen risiko, dan SDM. Bentuk pengembangan tersebut adalah dengan menerapkan prinsip pembiayaan berkelanjutan, yang antara lain tercermin dari penerbitan kebijakan pembiayaan berkelanjutan, kebijakan pembiayaan

Bank Artha Graha Internasional is committed to achieving sustainable development by maintaining economic stability that prioritizes economic, social, and environmental aspects. In 2016, Bank Artha Graha Internasional with another eight banks represented 46% of national banking assets carried out by the Financial Services Authority with the support of technical assistance from WWF Indonesia, entitled Pilot Project Indonesia First Movers on Sustainable Banking. Pilot Project Indonesia was expected to be able to realize the Bank's concrete role in integrating economic stability in banking practices, in accordance with the Sustainable Finance Roadmap in Indonesia.

As the implementation of Pilot Project Indonesia First Movers on Sustainable Banking, until the end of 2019, the Bank has implemented governance practices by considering and environmental aspects. This implementation aimed to protect the stakeholders' interests and improve compliance with the laws and regulations and generally applicable ethical values in the banking industry. In line with the implementation of First Movers, the Bank has also undergone competence development in organizational capabilities, risk management, and human resources. The development took form of implementing principles of sustainable finance, which reflected in among others, the issuance of sustainable finance policy, financial policy of eco-friendly palm oil, and adjustment to the financial

kelapa sawit yang ramah lingkungan, serta penyesuaian *checklist* sektor keuangan yang harus dihindari pada pembiayaan kredit komersial dan korporasi *(exclution list).* Kebijakan ini berada di bawah pengawasan dan tanggung jawab Direksi.

Pengembangan kompetensi SDM dilakukan melalui *capacity building*, dengan mengikutsertakan SDM dalam berbagai macam pelatihan seperti *workshop, training,* sosialisasi, dan seminar terkait keuangan berkelanjutan. Pengembangan ini bertujuan untuk meningkatkan kompetensi dan pengetahuan dalam memahami jenis produk dan layanan, khususnya pembiayaan berkelanjutan. Pengembangan kompetensi juga dilakukan dengan menambahkan aspek keuangan berkelanjutan ke dalam *key performance indicator* (KPI) serta mengembangkan Tim *Task Force*, yang terdiri dari Direktorat Kepatuhan, Satuan Kerja Manajemen Risiko, *Budgeting*, Sistem Prosedur, Bisnis Kredit, Pengembangan Produk dan Komunikasi Pemasaran, Tanggung Jawab Sosial dan Pengaman Perusahaan (CSSR), serta Teknologi Informasi. Di dalam implementasinya, terdapat alur proses penilaian aspek lingkungan sosial dan tata kelola. Bank juga meningkatkan keefektifan dalam keterlibatan manajemen senior sebagai penanggung jawab pelaksanaan penerapan manajemen risiko dan tata kelola perusahaan.

Dalam menjalankan intermediasi keuangan, Bank Artha Graha Internasional melakukan pengembangan produk dan jasa keuangan berkelanjutan dengan meningkatkan kualitas dan kuantitas portofolio pembiayaan. Berikut ini hal-hal yang telah dilakukan untuk mewujudkan keuangan yang inklusif yaitu melalui:
1. Keagenan Laku Pandai;
2. Pembiayaan sektor usaha mikro, kecil, dan menengah (UMKM) melalui produk KUR; serta
3. Pembiayaan infrastruktur hijau dengan acuan sertifikasi berkelanjutan berbagai sektor.

Secara internal, Bank juga mendorong seluruh karyawan dan manajemen untuk menerapkan prinsip *go-green* dalam menjalankan aktivitas operasional sehari-hari. Sejumlah inisiatif rutin juga turut dijalankan, di antaranya transaksi *paperless* dengan menggunakan *scanning document, e-mail, electronic data capture* (EDC), penggunaan kartu ATM, *mobile banking* dan *internet banking*, penghematan listrik dengan mematikan lampu ruang rapat ataupun komputer saat tidak digunakan, tidak menggunakan gelas kemasan (plastik) saat rapat, penghematan kertas dengan mengoptimalkan kertas bekas, serta penghematan biaya telepon dengan mengefektifkan penggunaan *voice over internet protocol* (VoIP).

Ke depannya, pelaksanaan keuangan berkelanjutan Bank Artha Graha Internasional akan disesuaikan dengan *Roadmap* BAGI 2020-2029 yang dilaksanakan dalam 3 fase, yaitu:
1. 2020-2021: *Strengthen Foundation & Digitalization*;
2. 2022-2026: *Sustainable Business Expansion*;
3. 2027-2029: *Market Prominence.*

sector checklist that must be avoided (in) the financing of commercial and corporation credits (exclusion list). This policy is under the supervision and responsibility of the Board of Directors.

The competence development of Human Resources was carried out by ways of capacity building, such as by engaging people in various events such as workshop, training, dissemination program, seminar related to sustainable finance. This development aimed to improve competences and knowledge in understanding types of products and services, especially sustainable finance. Competency development was also conducted by incorporating sustainable financial aspects into key performance indicators (KPIs), as well as developing the Task Force Team, which consisted of the Compliance Directorate, Risk Management Work Unit, Budgeting, System Procedure, Credit, Product Development and Marketing Communication, Corporate Social Safety Responsibility (CSSR), and Information Technology. In its implementation, there is a process flow in assessing social environment and governance aspects. The Bank also improve the effectiveness in involving the senior management to be in charge of the implementation of risk management and corporate governance.

In performing financial intermediaries function, Bank Artha Graha Internasional develop sustainable financial products and services by improving the quality and quantity of financing portfolios. Following are matters that have been carried out to realize inclusive finance through:
1. Branchless Banking Agency;
2. Financing of micro, small, and medium enterprises (MSME) through micro community commercial loans (KUR); and
3. Financing certified sustainable green infrastructure in various sector.

Internally, the Bank also encouraged all employees and management to apply the go green principle in performing daily operational activities. A number of routine initiatives were also conducted, including paperless transactions using document scanning, email, electronic data capture (EDC), use of ATM cards, mobile banking and internet banking, saving electricity by turning off meeting room lights or computers when not in use, not using disposable plastic cups during meetings, reducing paper consumption by optimizing used paper, and reducing telephone expenses by making use of voice over internet protocol (VoIP).

Going forward, the implementation of sustainable finance of Bank Artha Graha Internasional will be adjusted to the Roadmap BAGI 2020-2029 that is divided into 3 phases, which are:
1. 2020-2021: Strengthen Foundation & Digitalization;
2. 2022-2026: Sustainable Business Expansion;
3. 2027-2029: Market Prominence.

Profil Keberlanjutan
Sustainability Profile

Visi Keberlanjutan

Menjadi institusi keuangan terkemuka dengan kinerja prima yang berkelanjutan dan berkontribusi dalam pembangunan Indonesia.

Misi Keberlanjutan

1. Memberikan solusi keuangan berkelanjutan yang komprehensif dan inovatif;
2. Meningkatkan jangkauan serta kualitas pelayanan melalui digitalisasi dan inklusi keuangan;
3. Mengembangkan sumber daya manusia yang handal dan berdedikasi; dan
4. Menjalankan tata kelola perusahaan yang baik serta peduli terhadap masyarakat dan lingkungan.

Nilai Keberlanjutan

1. **Tepat dan Fleksibel**
   Orientasi kepada nasabah dan hasil, dalam rangka membuat operasional Bank lebih berkelanjutan dan efisien, terutama dengan adanya dinamika perubahan ekonomi, sosial dan lingkungan hidup yang semakin cepat.

2. **Kerja Sama Jiwa Korsa**
   Sinergi hingga aksi Bank dalam mendukung *Sustainable Development Goals* (SDGs) secara nyata.

3. **Inovasi**
   Menunjukan pergerakan kemajuan atas aktivitas bisnis yang dilakukan secara etis dan akuntabel.

Keanggotaan Asosiasi Keberlanjutan

Bank Artha Graha Internasional ikut serta dalam terbentuknya Inisiatif Keuangan Berkelanjutan Indonesia (IKBI), sebagai wujud nyata Bank dalam menerapkan praktik keuangan berkelanjutan yang inklusif pada sektor jasa keuangan. Langkah ini merupakan tindak lanjut dari proyek pertama yaitu *first step to sustainable bank* yang diinisiasi oleh Otoritas Jasa Keuangan pada tahun 2015.

Pembentukan IKBI bekerja sama dengan WWF Indonesia bersama delapan Bank yang tercatat sebagai penggerak pertama (*first movers)* dalam bidang *sustainable banking*. Kedelapan Bank itu adalah Bank Mandiri, BRI, BNI, BCA, Muamalat, BRI Syariah, dan Bank Artha Graha Internasional. Bank-bank ini mewakili 46% dari total aset seluruh industri perbankan.

Sustainability Vision

To become a leading financial institution with continuous outstanding performance and to contribute to Indonesian development.

Sustainability Mission

1. To provide comprehensive and innovative sustainable finance solutions;
2. To improve the reach and quality of services through financial digitalization and inclusion;
3. To develop reliable and dedicated human resources; and
4. To perform good corporate governance and care about the community and environment.

Sustainability Values

1. **Precise and Flexible**
   Orientation towards customers and results, in order to make the Bank's operational activities more sustainable and efficient, especially with the dynamics of economic, social, and environmental changes that become rapid.

2. **Team Work – Esprit de Corps**
   The Bank's synergy to action in supporting Sustainable Development Goals (SDGs) for real.

4. **Innovation**
   To show progress on the business activities that are ethically and accountably carried out.

Sustainability Association Membership

Bank Artha Graha Internasional took part in the establishment of Indonesia Sustainable Financial Initiative (IKBI), as the Bank's real effort in implementing sustainable and inclusive financial practices in financial services sector. This step was the follow-up of the first project, i.e. the first step to sustainable bank initiated by the Financial Services Authority of Indonesia in 2015.

The establishment of IKBI cooperated with WWF Indonesia together with eight Banks listed as the first movers in sustainable banking. The eight Banks are Bank Mandiri, BRI, BNI, BCA, Muamalat, BRI Syariah, and Bank Artha Graha Internasional. These Banks represents 46% of the total assets of the entire banking industry.

Rencana Aksi Keuangan Berkelanjutan
Sustainable Finance Action Plan

Proses Penyusunan Rencana Aksi Keuangan Berkelanjutan

Bank Artha Graha Internasional melakukan proses penyusunan Rencana Aksi Keuangan Berkelanjutan (RAKB) berpedoman pada Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik dengan melibatkan seluruh pemangku kepentingan, jajaran Direksi Bank, serta beberapa staf ahli lain.

Faktor Penentu Rencana Aksi Keuangan Berkelanjutan

Proses penentuan RAKB Bank Artha Graha Internasional senantiasa memperhatikan faktor-faktor berikut.

1. Strategi Bisnis Bank
   Strategi bisnis Bank Artha Graha Internasional senantiasa mendukung program pemerintah dalam percepatan pembangunan nasional, salah satunya adalah infrastruktur dan perumahan.
2. Kapasitas Organisasi
   Dalam menentukan RAKB, Bank Artha Graha Internasional memperhatikan kapasitas Bank sebagai lembaga keuangan bank BUKU 2.
3. Kondisi Keuangan dan Kapasitas Teknis
   Kondisi keuangan Bank masih dapat dijaga sesuai dengan ketentuan yang berlaku, di mana rasio kecukupan Modal per 31 Desember 2019 sebesar 18,51%.
4. Sistem Informasi
   Bank Artha Graha Internasional merupakan perusahaan terbuka yang memiliki kewajiban untuk melakukan transparansi kepada publik sesuai ketentuan yang berlaku sehingga pemangku kepentingan dapat mengakses informasi melalui media atau web.
5. Sistem Monitoring, Evaluasi, dan Mitigasi
   Dilaksanakan oleh seluruh unit kerja dengan menerapkan pengawasan melekat pada setiap transaksi serta diperkuat dengan fungsi sistem pengendalian internal Bank yaitu Satuan Kerja Audit Internal, Kontrol, Satuan Kerja Manajemen Risiko dan Kepatuhan.
6. Kerja Sama dengan Pihak Eksternal
   Bank telah melakukan kerja sama dengan pihak eksternal terkait peningkatan *capacity building* mengenai keuangan berkelanjutan terhadap karyawan, antara lain *World Wildlife Fund* (WWF) Indonesia terkait pembiayaan kelapa sawit dan *United States Agency for International Development* (USAID) terkait pembiayaan energi terbarukan Pembangkit Listrik Tenaga Biomassa.

Sustainable Finance Action Plan Preparation Process

Bank Artha Graha Internasional carried out the preparation process of Sustainable Finance Action Plan (RAKB) which was based on the Financial Services Authority of Indonesia Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, by involving all stakeholders, the Bank's Board of Directors, and several other expert staffs.

Sustainable Finance Action Plan Defining Factors

The process of determining Bank Artha Graha Internasional's RAKB always considers the following factors.

1. Bank's Business Strategy
   Bank Artha Graha Internasional's business strategy always supports government programs that accelerate national development. One of these programs is infrastructure and housing.
2. Organizational Capacity
   In determining RAKB, Bank Artha Graha Internasional considers the Bank's capacity as a BUKU II banking financial institution.
3. Financial Condition and Technical Capacity
   The Bank's financial condition is maintained based on the applicable regulations, where the capital adequacy ratio per 31 December 2019 was 18.51%.
4. Information System
   Bank Artha Graha Internasional is a public company that is obliged for being transparent to public in accordance with the applicable regulations so the stakeholders can access the information through the media or website.
5. Monitoring, Evaluation, and Mitigation System
   All work units performs monitoring, evaluation, and mitigation system by implementing inherent supervision to each transaction. The system is also strengthened by the Bank's internal control system functions, which was Internal Audit Work Unit, Control. Risk Management Work Unit, and Compliance.
6. Cooperation with External Parties
   Bank has cooperated with external parties regarding the improvement of capacity building for sustainable finance on employees, among others, World Wildlife Fund (WWF) Indonesia related to the financing of palm oil and United States Agency for International Development (USAID) related to the financing of renewable energy of Biomass Power Plant.

Untuk selanjutnya akan dilakukan kerja sama dengan pihak profesional untuk peningkatan *capacity building* dan pendampingan pelaksanaan keuangan berkelanjutan, khususnya terhadap bidang usaha yang belum dikuasai oleh Bank.

7. Kebijakan Pemerintah
   Penentuan RAKB Bank dilaksanakan berdasarkan kebijakan pemerintah, baik berupa Undang-Undang, peraturan pemerintah, maupun kebijakan lainnya.

Prioritas Rencana Aksi Keuangan Berkelanjutan

Prioritas utama Bank Artha Graha Internasional dalam RAKB adalah dengan berpedoman pada Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Berikut adalah prioritas RAKB Bank Artha Graha Internasional.

Subsequently, the Bank will cooperate with professional parties for the improvement of capacity building and the mentoring of sustainable finance implementation, especially for the line of business that has not yet been mastered by the Bank.

7. Government Policy
   The determination of the Bank's RAKB is conducted based on government orders, both in the form of Laws, government regulations, and other policies.

Sustainable Finance Action Plan Priority

The main priority of Bank Artha Graha Internasional in the RAKB is based on Financial Services Authority Regulation No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Below are Bank Artha Graha Internasional RAKB priorities.

Prioritas RAKB menurut POJK No. 51 / POJK.03/2017 RAKB Priorities According to OJK Regulation No. 51/ POJK.03/2017	RAKB Bank Artha Graha Internasional 2019-2021 Bank Artha Graha Internasional RAKB 2019-2021
Pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan Development of Sustainable Finance Products and/or Services	Mengembangkan dan menyesuaikan produk dan/atau jasa keuangan berkelanjutan, termasuk peningkatan portofolio pembiayaan, investasi atau penempatan pada instrumen keuangan atau proyek yang sejalan dengan penerapan keuangan berkelanjutan. To develop and adjust sustainable financial products and/or services, including the improvement in financing portfolios, investments, placements in financial instruments or projects which are in line with the implementation of sustainable finance.
Pengembangan Kapasitas Internal Bank Bank's Internal Capacity Development	Menyiapkan SDM yang memahami dan mampu menerapkan prinsip-prinsip keuangan berkelanjutan, sehingga mendorong kapasitas karyawan Bank, agar lebih memahami karakteristik dan keunggulan produk dan/atau jasa, sebagai bagian dari upaya peningkatan layanan Bank terhadap nasabah. Prioritas ditujukan bagi pengurus bank dan karyawan yang bertanggung jawab terhadap implementasi keuangan berkelanjutan. Untuk selanjutnya berjenjang dalam target jangka panjang dalam program peningkatan kapasitas *intern* ditujukan untuk seluruh karyawan karena keberhasilan implementasi keuangan berkelanjutan memerlukan dukungan seluruh karyawan. To prepare Human Resources that understand and area able to implement principles of sustainable finance in order to develop the Bank's employee capacity so they can better understand the characteristic and strengths of products and/or services, as a part of the improvement efforts in the Bank' services for customers. This priority is addressed to the bank's management and employees who are responsible for the implementation of sustainable finance. Subsequently, the internal capacity development program is organized in tiers for a long-time target which is all employees because the success of the implementation of sustainable finance requires the support from all employees.
Penyesuaian Organisasi Manajemen serta Tata Kelola Adjustment to the Management Organization and Governance	Bank secara bertahap menyesuaikan dengan kondisi keuangan, struktur, dan kompleksitas Bank yang telah menyiapkan organisasi, manajemen risiko, tata kelola, dan/atau standar operasional prosedur (SOP). Penyesuaian organisasi dilakukan antara lain terhadap visi, misi, rencana strategis, fungsi dari struktur organisasi. Pada tahap awal dengan pembentukan Tim *Task Force*, selanjutnya fungsi dari struktur organisasi dilakukan dengan penambahan tugas pokok dan fungsi keuangan berkelanjutan pada unit yang sudah ada seperti Manajemen Risiko dan Kepatuhan. The Bank gradually makes adjustments to the Bank's financial condition, structure, and complexity by preparing the organization, risk management, governance, and/or standard operational procedure (SOP). Organizational adjustments are made, among others, to vision, mission, strategic plans, as well as functions in organizational structure. In the initial stage of the establishment of Task Force Team, main duties and the function of sustainable finance are added to the existing units in the function of organizational structure such as Risk Management and Compliance.

Penentuan prioritas dalam RAKB Bank Artha Graha Internasional berdasar pada:

1. Dukungan Bank terhadap program pembangunan berkelanjutan sebagaimana dicanangkan Pemerintah Indonesia, yaitu *Sustainable Development Goals – Indonesia One* yang meliputi:
   a. Infrastruktur, industri, dan inovasi;
   b. Kesetaraan *gender*;
   c. Konsumsi dan produksi yang bertanggung jawab;
   d. Kesehatan yang baik dan kesejahteraan; serta
   e. Pendidikan yang bermutu;
2. Kesesuaian program RAKB dengan situasi dan kondisi bisnis Bank saat ini.

Sumber Daya

Guna mendukung kelancaran pelaksanaan RAKB, Bank Artha Graha Internasional memerlukan sumber daya. Berikut uraian lebih lengkap terkait sumber daya yang dimiliki Bank.

1. Sumber Dana
   Alokasi dana yang digunakan dalam pelaksanaan RAKB Bank berasal dari dana operasional yang telah disiapkan sebelumnya. Adapun total sumber dana di tahun 2020 mencapai Rp6,79 miliar.
2. Sumber Daya Manusia
   Pencapaian keberhasilan RAKB ini tidak dapat berjalan sempurna tanpa disertai dengan Sumber Daya Manusia (SDM) yang mumpuni. Maka dari itu, dukungan seluruh SDM Bank mulai dari Dewan Komisaris, Direksi, jajaran Manajemen, hingga pegawai berperan penting dalam mendukung dan memastikan terealisasinya RAKB Bank dengan baik.
3. Mitra Kerja
   Selain dukungan SDM, Bank Artha Graha Internasional juga memiliki mitra kerja guna tercapainya RAKB. Mitra kerja tersebut yaitu:
   a. Artha Graha Peduli;
   b. Artha Graha *Network*;
   c. Regulator;
   d. World Wildlife Fund (WWF) Indonesia; dan
   e. International Finance Corporation (IFC).

Sistem Evaluasi Pelaksanaan Program

Sistem evaluasi pelaksanaan program RAKB Bank senantiasa dievaluasi oleh *Tim Task Force* yang dibahas pada pertemuan rutin setiap semester bersama jajaran Manajemen dan Direksi Bank Artha Graha Internasional. Hal ini dilakukan guna meningkatkan pelaksanaan program RAKB yang efektif dan efisien.

Tindak Lanjut Hasil Evaluasi

Bank Artha Graha Internasional berkomitmen untuk meluncurkan laporan keberlanjutan lebih awal dari kewajiban terhadap Peraturan Otoritas Jasa Keuangan No. 51/

Priorities in Bank Artha Graha Internasional's RAKB are determined based on:

1. The Bank's support for sustainable development programs as proclaimed by the Government of Indonesia, namely the Sustainable Development Goals - Indonesia One, which include:
   a. Infrastructure, industry, and innovation;
   b. Gender equality;
   c. Responsible consumption and production;
   d. Good health and welfare; and
   e. Quality education;
2. Conformity of RAKB program with the Bank's current business situation and condition.

Resources

To support the RAKB's smooth implementation, Bank Artha Graha Internasional requires good resources. The following is a more complete description of the resources owned by the Bank.

1. Funding Sources
   The allocation of funds used in the Bank's RAKB implementation comes from the previously prepared operational funds. Total sources of fund in 2020 amounts to Rp6.79 billion.
2. Human Resources
   The achievement of this RAKB cannot run perfectly without being accompanied by qualified Human Resources (HR). Therefore, the support of all Bank's HR, starting with the Board of Commissioners, Directors and Management and employees, plays an important role in supporting and ensuring the proper realization of the Bank's RAKB.
3. Business Partners
   In addition to the support of HR, Bank Artha Graha Internasional also has several work partners in order to achieve its RAKB. The Business Partners are:
   a. Artha Graha Peduli;
   b. Artha Graha Network;
   c. Regulators;
   d. World Wildlife Fund (WWF) Indonesia; and
   e. International Finance Corporation (IFC).

Program Implementation Evaluation System

Program implementation evaluation system of the Bank's RAKB is always evaluated by the Task Force Team which discuss it on regular meetings on every semester together with the Management and the Board of Directors of Bank Artha Graha Internasional. This is conducted to improve the effectiveness and efficiency of RAKB program implementation.

Follow-Up on Evaluation Result

Bank Artha Graha Internasional is committed to launching its sustainability report earlier than the mandatory requirement pursuant to the Financial Services Authority Regulation

POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, dan pelaporan ini diwajibkan dalam laporan keberlanjutan tahun 2021. Tindak lanjut evaluasi ini bertujuan untuk mengutamakan tantangan, pencapaian, dan *update* mengenai pelaksanaan mengenai aspek sosial, lingkungan dan ekonomi yang ditulis pada masing-masing bab pembahasan.

Tantangan dan Rencana ke Depan

Dalam pelaksanaannya, RAKB Bank tidak terlepas dari tantangan yang dihadapi, baik yang berasal dari internal maupun eksternal. Tantangan internal, yaitu ketertinggalan realisasi program RAKB dikarenakan pelaksanaan strategi Bank yang masih belum maksimal. Sedangkan, tantangan eksternal, yaitu terhambatnya program realisasi RAKB Bank yang disebabkan oleh terganggunya kondisi perekonomian nasional dan global.

No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and this reporting is mandatory in the 2021 Sustainability Report. The follow-up of this evaluation aims to prioritize challenges, achievements, and updates regarding the implementation of social, environmental, and economic aspects written in each chapter of the discussion.

Challenges and Future Plans

In its implementation, the Bank's RAKB is inseparable from the internal and external challenges that the Bank faces. The internal challenge is the delay in the RAKB program's implementation, due to the fact that implementation of the Bank's strategy was not yet maximal. Meanwhile, external challenges, i.e. a delay in realization of the Bank's RAKB program were caused by the disruptions from national and global economic conditions.

Strategi Keberlanjutan
Sustainability Strategy

Pelaksanaan GCG dilakukan secara konsisten dan terus menerus disempurnakan. Dengan begitu, praktik GCG dapat melindungi kepentingan para pemangku kepentingan dan meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku serta nilai-nilai etika yang berlaku umum pada industri perbankan. Sejalan dengan hal tersebut, Bank melakukan peningkatan kompetensi kemampuan organisasi untuk mengelola aspek lingkungan, sosial, dan tata kelola dalam keputusan bisnisnya.

Untuk mendukung pelaksanaan hal tersebut dan keuangan berkelanjutan di Indonesia, Bank membuat rencana strategis sebagai berikut.

1. Mengimplementasikan strategi lingkungan sosial tata kelola dengan mengembangkan organisasi.
   a. Pengembangan struktur organisasi ditingkatkan melalui peningkatan peran dan tanggung jawab unit bisnis dari staf di Kantor Cabang sampai dengan pemberi keputusan di Kantor Pusat, secara *prudent*, sesuai kebijakan dan prosedur yang ditetapkan;
   b. Penyiapan spesialis yang relevan untuk memberikan panduan dalam menjalankan dan memonitor eksposur dan peningkatan kinerja dalam bidang pembiayaan kepada sektor industri yang ramah lingkungan dan energi terbarukan, dilakukan dengan merencanakan pelatihan ESG (Lingkungan Sosial Tata Kelola) *Integration* serta sosialisasi kebijakan dan pelatihan terkait sektor kelapa sawit berkelanjutan bagi staf; dan

GCG is consistently implemented and continuously improved. Therefore, GCG practices can protect the stakeholders' interests and improve compliance with the applicable laws and regulations as well as generally applicable ethical values in the banking industry. In line with that, the Bank carries out the improvement in the organizational competences and capabilities for managing environmental, social, and governance aspects in its business decisions.

To support such implementation and sustainable finance in Indonesia, the Bank makes the following strategic plans.

1. To implement environment, social, and governance strategies by developing the organization.
   a. The development of organizational structure is improved through the improvement in roles and responsibilities of the Business Units from staffs in the Branch Offices to the decision-makers in the Head Office in a prudent manner, in accordance with the specified policies and procedures;
   b. The setting up of relevant specialists to provide guidance in performing and monitoring the exposure and performance improvement in financing for the sector of eco-friendly industry and renewable energy, is carried out by planning the training on ESG (Environment, Social, and Governance) Integration and the dissemination of policies and training of sustainable palm oil sector for staffs; and

c. Pembentukan komite khusus untuk melakukan supervisi, kerangka pengendalian, dan persetujuan risiko dengan kewenangan yang mencukupi.

2. Mengalokasikan modal untuk peningkatan portofolio pendanaan ramah lingkungan melalui:
   a. Pembiayaan "ramah lingkungan" yang berfokus pada kelapa sawit ramah lingkungan, gedung hijau, efisiensi energi/energi terbarukan, dan/atau perlindungan lingkungan di seluruh sektor industri dan proyek;
   b. Pembiayaan dampak inovatif untuk sektor-sektor kunci dengan cara pengembangan, inklusi masyarakat, dan pembiayaan mikro secara terintegrasi antara kebutuhan masyarakat, pengembangan produk unggulan dan proyek rendah karbon;
   c. Kampanye yang dilakukan secara berkala, terstruktur dan tepat sasaran, yang bertujuan untuk meningkatkan peran aktif seluruh elemen masyarakat dalam meningkatkan pendanaan yang ramah lingkungan hidup melalui modal dan penggunaan produk-produk keuangan yang ramah lingkungan; serta
   d. Sosialisasi untuk meningkatkan potensi pelaksanaan proyek ramah lingkungan hidup.

3. Penyampaian *Expression of Interest* untuk pendanaan dari Green Climate Fund.
   Bank Artha Graha Internasional di tahun 2019 telah menyampaikan *Expression of Interest* kepada National Designed Authority (NDA) Kementerian Keuangan Badan Kredit Fiskal (BKF) Indonesia pada tanggal 18 Oktober 2019 untuk mendapatkan pendanaan dari Green Climate Fund. Bank telah menyampaikan rekomendasi dari BKF kepada GCF Korea pada tanggal 8 Januari 2020 setelah dilakukan *Due Dilligence*. Bank telah menerima tembusan surat dari GCF Korea tanggal 29 Januari 2020 mengenai rekomendasi BKF Indonesia selaku NDA Indonesia dan akan meneruskan proses setelah persyaratan dipenuhi oleh Bank.

4. Peningkatan pengawasan dan koordinasi implementasi keuangan berkelanjutan.
   Pengawasan keuangan berkelanjutan Bank Artha Graha Internasional dilakukan melalui upaya penguatan penerapan manajemen risiko, tata kelola perusahaan dalam aspek lingkungan hidup dan sosial.

Strategi keuangan berkelanjutan Bank dilengkapi dengan kerangka kerja yang dikategorikan ke dalam 4 pilar, yaitu:
1. Tata Kelola;
2. Sumber Daya Manusia;
3. Kerangka Pengelolaan Risiko; serta
4. Produk dan Layanan.

c. The establishment of special committee to conduct supervision, control framework, and risk approval with adequate authority.

2. To allocate capital for the improvement of eco-friendly financing portfolios through:
   a. Eco-friendly financing which is focused on eco-friendly palm oil, green building, energy efficiency/renewable energy, and/or environmental protection across all industries and projects;
   b. The financing of innovative impacts for keys sectors by ways of the improvement, community inclusion, integrated microfinancing with the public's need, the development of outstanding products, and low-carbon projects;
   c. The campaigns that are carried out in a periodical and structured manner as well as well-targeted, aiming to improve the active roles of all elements of public in order to increase eco-friendly funding through the use of capital and eco-friendly financial products; and
   d. The dissemination to improve the potentials of the implementation of eco-friendly projects.

3. Submission of Expression of Interest for the funding from Green Climate Fund.
   In 2019, Bank Artha Graha Internasional submitted Expression of Interest to the Fiscal Policy Agency (BKF) of the Ministry of Finance of Indonesia as National Designed Authority (NDA) on 18 October 2019 to get funding from Green Climate Fund. The Bank has put forward recommendations from BKF to GCF Korea on 8 January 2020 after the Due Diligence is conducted. The Bank has received a copied letter from GCF Korea on 29 January 2020 on the recommendations from BKF Indonesia as NDA Indonesia and will proceed it after the requirements have been met by the Bank.

4. The improvement in monitoring and coordinating the implementation of sustainable finance.
   The monitoring of sustainable finance of Bank Artha Graha Internasional is carried out by strengthening the implementation of risk management and corporate governance in environmental and social aspects.

The Bank's sustainable finance strategies are supplemented with the framework that is categorized into 4 pillars, i.e.:
1. Governance;
2. Human Resources;
3. Risk Management Framework; and
4. Products and Services.

Penjelasan lebih lanjut terkait kerangka kerja Bank Artha Graha Internasional sepanjang 2019 diuraikan sebagai berikut.

Further explanation regarding the framework of Bank Artha Graha Internasional throughout 2019 is described as follows.

Pilar 1: Tata Kelola/Pillar 1: Governance

Aspek Kerja Occupational Aspect	Kegiatan Activities
Kebijakan integrasi sistem secara keseluruhan Overall system integration policy	• Bank mencantumkan dalam salah satu visi dan misi terkait lingkungan yaitu menjadi *good corporate citizen* yang peduli terhadap masyarakat dan lingkungan. • The Bank states that being good corporate citizen that cares about the public and environment in one of its vision and mission.
Integrasi struktural Structural integration	• Struktur organisasi pengembangan keuangan berkelanjutan di BAGI masih dilakukan oleh Tim *Task Force* yang terdiri dari Direktorat Kepatuhan, Satuan Kerja Manajemen Risiko, *Budgeting*, Sistem Prosedur, Kredit, Pengembangan Produk dan Komunikasi Pemasaran, Tanggung Jawab Sosial dan Pengaman Perusahaan (CSSR), serta Teknologi Informasi. • The organization structure for the development of sustainable finance in Bank Artha Graha Internasional is still carried out by the Task Force Team, which consists of the Compliance Directorate, Risk Management Work Unit, Budgeting, Procedure System, Credit, Product Development and Marketing Communication, Corporate Social Safety Responsibility (CSSR), and Information Technology.
Kerangka kerja untuk mengidentifikasi/ mengelola risiko dan peluang ESG The framework to identify/manage the ESG's risks and opportunities	• Penyesuaian mulai dilakukan pada Unit Khusus/*Task Force* terkait dalam bidang pembiayaan dan pendanaan berdasarkan kategori ESG; • Melalui penetapan sistem baru yang memenuhi prinsip ESG, seperti inisiatif ISPO, RSPO untuk pembiayaan kelapa sawit dan Paris Agreement dan ILO Standards untuk sektor lainnya; • Kebijakan yang melarang deforestasi dan memperhatikan aspek sosial dan lingkungan (*exclution list*) dalam pembiayaan yang dilakukan; dan • Alur proses penyaluran kredit telah mengintegrasikan aspek lingkungan hidup, sosial dan tata kelola (LST) sebagai proses *due diligence* dari tinjauan debitur. • The adjustment is started to make on Special Unit/Task Force related to financing and funding based on categories of ESG; • Through the determination of new system that meets the ESG principle, such as ISPO initiative, RSPO for the financing of palm oil and Paris Agreement, and ILO Standards for other sectors; • Policies that ban deforestation and consider social and environmental aspects (exclusion list) in the financing conducted; and Credit distribution process flow has integrated environmental, social, and governance (ESG) aspects as the due diligence process from the debtor's review.

Pilar 2: Sumber Daya Manusia/Pillar 2: Human Resources

Aspek Kerja Occupational Aspect	Kegiatan Activities
Keterampilan dan pengetahuan karyawan Employees skills and knowledge	• Adanya program *Capacity building*, pelatihan, *workshop*, dan seminar terkait keuangan berkelanjutan untuk para karyawan; dan • Bank akan mengikutsertakan karyawan untuk Training Analis Lingkungan Hidup (TAL) yang diselenggarakan oleh OJK terkait dengan Keuangan Berkelanjutan. • Capacity building, training, workshop, and seminar on sustainable finance are provided for employees; and • The Bank will register the employees to participate in the Training for Environmental Analyst (TAL) will be held by OJK related to Sustainable Finance.

Pilar 3: Kerangka Pengelolaan Risiko/Pillar 3: Risk Management Framework

Aspek Kerja Occupational Aspect	Kegiatan Activities
Kebijakan risiko terkait nasabah dan transaksi Risk policies on customers and transactions	• Menyusun draft prosedur pembiayaan bangunan gedung hijau; • Menyusun draft prosedur pembiayaan energi terbarukan; dan • Menyusun draft prosedur pembiayaan efisiensi energi. • To make drafts of green building financing procedure; • To make drafts of renewable energy financing procedure; and • To make drafts of energy efficiency financing procedure.

Aspek Kerja Occupational Aspect	Kegiatan Activities
Sistem dan prosedur internal Internal system and procedure	• Bank akan menerapkan ketentuan internal sejalan dengan ketentuan resmi dari OJK yaitu Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tanggal 18 Juli 2017; • Bank memastikan kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko dengan melakukan kajian terhadap 8 risiko (risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko kepatuhan, risiko stratejik dan risiko reputasi) secara triwulan, termasuk kinerja keuangan dengan membandingkan kinerja industri perbankan dan rencana bisnis yang sedang berjalan; • Bank terus menyempurnakan mekanisme dan sistem pengendalian terhadap pengelolaan 8 risiko; dan • Bank akan menerbitkan Laporan Keuangan Keberlanjutan periode 2019. • The Bank will apply the internal regulations that are in line with the official regulations from OJK, i.e. the Financial Services Authority of Indonesia Number 51/POJK.03/2017 dated 18 July 2017; • The Bank ensures the adequacy of identification, measurement, monitoring, and controlling risk processes by reviewing 8 risks (credit risk, market risk, liquidity risk, operational risk, legal risk, compliance risk, strategic risk, and reputation risk) on a quarterly basis, including financial performance by comparing the banking industry's performance against the ongoing business plans; • The Bank keeps enhancing the control mechanism and system for managing 8 risks; and • The Bank will issue the Sustainable Finance Report in the period of 2019.
Kesediaan perangkat dan teknologi Availability of equipment and technology	• Bank menerapkan *tools Sustainable Risk Rating* (SRR) untuk pembiayaan kelapa sawit dengan masukan dari WWF Indonesia untuk pengembangannya; • Penyesuaian *Chart of Account* (COA) pelaporan yang dibutuhkan dalam mendukung penyusunan laporan terkait keuangan berkelanjutan; dan • Mengembangkan produk pendanaan dan layanan digital yang sesuai permintaan pasar melalui AG *mobile* dan SMS *banking*. • Bank deployed tools called Sustainable Risk Rating (SRR) for the financing of palm oil using feedbacks from WWF Indonesia for its development. • The adjustment of Chart of Account (COA) on the reporting that is required to support the preparation of the report on sustainable finance; and • Developing funding products and digital services based on the market demand through AG mobile and SMS banking.

Pilar 4: Produk dan Layanan/Pillar 4: Products and Services

Aspek Kerja Occupational Aspect	Kegiatan Activities
Pengembangan produk utama Development of main products	Bank akan tetap mengembangkan produk-produk berkaitan dengan pembiayaan yang ramah lingkungan dan memberikan pembinaan kepada Debitur, salah satunya dengan memberikan persyaratan *Indonesian Sustainable Palm Oil System* (ISPO) atau *Roundtable on Sustainable Palm Oil System* (RSPO) untuk pembiayaan Kelapa Sawit. The Bank will keep developing products related to eco-friendly financing and provide coaching for the Debtors, one of them is providing requirements of Indonesian Sustainable Palm Oil System (ISPO) or Roundtable on Sustainable Palm Oil System (RSPO) for the financing of Palm Oil.
Spesialisasi produk ESG ESG product specialization	• Bank memberikan pembiayaan segmen mikro melalui penyaluran KUR, KPR dan FLPP. Untuk pembiayaan KUR kepada sektor pertanian, perburuan, kehutanan dan perikanan; • Bank melakukan gerakan inklusi keuangan dengan memperluas agen-agen Laku Pandai diantaranya bekerja sama dengan bank sampah; • Memberikan kredit korporasi kepada sektor kelapa sawit yang ramah lingkungan, pembiayaan energi terbarukan dan bangunan hijau; • Menggiatkan kegiatan CSR bank untuk peduli terhadap lingkungan, salah satunya adalah pemeliharaan kawasan lindung "Tambling" di Lampung; dan • Bank melakukan identifikasi terhadap debitur-debitur *existing* yang termasuk dalam 9 sektor ekonomi ramah lingkungan. • The Bank provides the financing for the micro segment through KUR, KPR, and FLPP distribution. For KUR financing to the agriculture, hunting, forestry and fisheries sectors; • The Bank conducts financial inclusion movements through the expansion of Branchless Banking agents, by cooperating with waste banks; • The Bank provides corporate loans for the eco-friendly palm oil sector, the financing of renewable energy and green buildings; • The Bank carries out CSR activities in caring about the environment, one of them is the conservation of protected area "Tambling" in Lampung; and • The Bank identifies existing debtors which include in 9 eco-friendly economic sectors.

Tata Kelola Keberlanjutan
Sustainable Governance

Sebagai lembaga jasa keuangan di bidang perbankan, fokus kinerja keberlanjutan Bank Artha Graha Internasional adalah pada aspek pembiayaan. Guna meminimalkan dampak aspek pembiayaan, Bank berkomitmen untuk melaksanakan tata kelola keberlanjutan. Melalui penerapan tata kelola keberlanjutan ini, Bank memilah pengajuan kredit pinjaman yang disesuaikan dengan pasar sasaran dan kriteria risiko yang telah ditetapkan.

Selain itu, dukungan Bank Artha Graha Internasional dibuktikan melalui komitmen Bank pada perkreditan dengan standar keberlanjutan yang kredibel sesuai dengan sektor usahanya. Bank juga melaksanakan peninjauan ulang di setiap tahun terhadap syarat-syarat yang harus dipenuhi perusahaan penerima pinjaman.

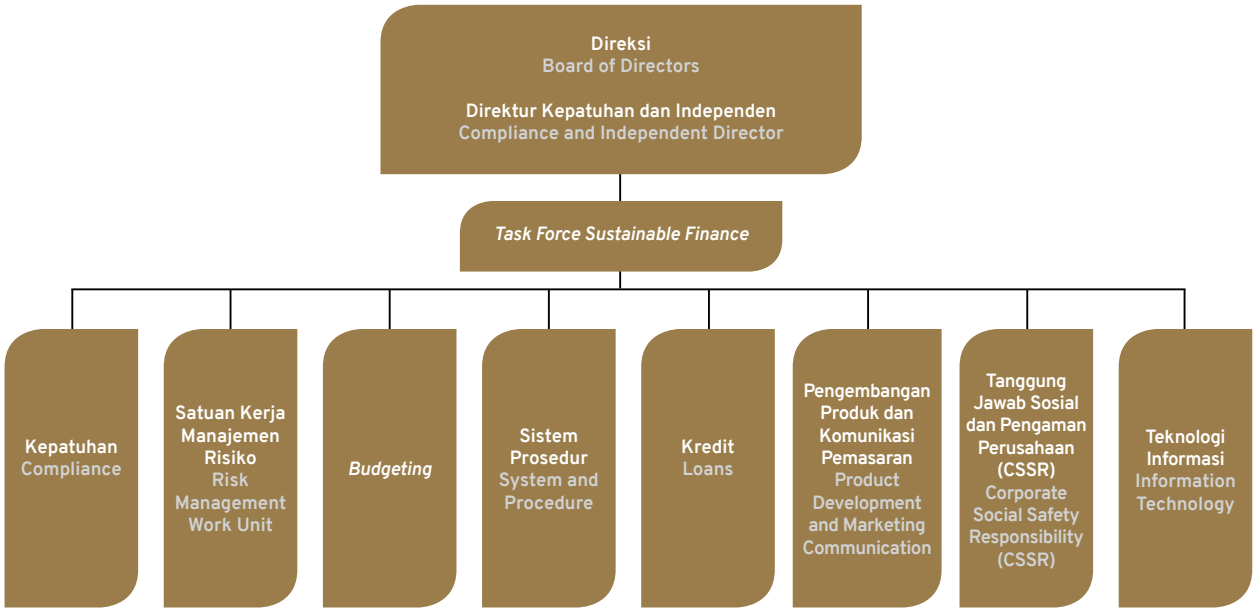
Ketentuan yang harus ditaati yakni kepatuhan hukum yang berkaitan dengan pengelolaan lingkungan. Hal tersebut sebagaimana termuat dalam Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan, seperti surat pernyataan pengelolaan lingkungan (SPPL), upaya pengelolaan lingkungan hidup/upaya pemantauan lingkungan hidup (UKL/UPL), analisis mengenai dampak lingkungan (AMDAL), penilaian program peringkat kinerja dalam pengelolaan lingkungan (PROPER), serta tidak terlibat dalam kegiatan perusakan lingkungan lainnya.

As a financial services institution in the banking sector, the focus of Bank Artha Graha Internasional's sustainability performance is on the financing aspect. In order to minimize the impacts of financing aspect, the Bank is committed to implementing sustainable governance. Through the implementation of sustainable governance, the Bank sorts loan applications that are tailored to the target market and predetermined risk criteria.

Moreover, the support from Bank Artha Graha Internasional is proved through the Bank's commitment in credit with credible sustainable standards that are in line with its business sector. In addition, the Bank also conducts annual reviews of the conditions that must be met by the loan recipients.

The regulations that must be obeyed are legal compliance related to environmental management. Such matter is as stated in the Government Regulation No. 27 of 2012 on Environmental Permits, such as environmental management statement letters (SPPL), environmental management efforts/environmental monitoring efforts (UKL/UPL), environmental impact analysis (EIA), assessment of performance rating programs in environmental management (PROPER), and non-involvement in other environmentally-destructive activities.

Struktur Organisasi Penerapan *Sustainable Finance*
Organization Structure of Sustainable Finance Implementation



Tugas dan Tanggung Jawab Penerapan Keuangan Berkelanjutan

Penanggung jawab keuangan berkelanjutan Bank Artha Graha Internasional adalah Tim *Task Force*, yang terdiri dari:

1. Kepatuhan
   a. Memastikan kebijakan Bank yang terkait dengan lingkungan hidup, sosial, dan tata kelola (LST) sudah memenuhi regulasi dan peraturan yang berlaku;
   b. Memastikan terlaksananya prinsip kehati-hatian dalam penerapan strategi LST Bank; dan
   c. Menyusun Laporan Keberlanjutan serta Rencana Aksi Keuangan Berkelanjutan.
2. Satuan Kerja Manajemen Risiko
   a. Mengidentifikasi risiko sosial dan lingkungan terhadap setiap pengajuan fasilitas kredit yang memiliki usaha yang berkaitan dengan pengelolaan lingkungan;
   b. Memberikan mitigasi risiko terkait pengelolaan lingkungan yang dilakukan oleh Debitur; dan
   c. Melakukan pemantauan terhadap eksposur pembiayaan berkelanjutan.
3. *Budgeting*
   a. Memastikan rencana strategis terkait LST tercantum dalam Rencana Bisnis Bank;
   b. Memastikan penyusunan Rencana Aksi Keuangan Berkelanjutan; dan
   c. Memastikan target portofolio keuangan berkelanjutan.
4. Sistem Prosedur
   a. Menyusun pedoman dan prosedur pembiayaan keuangan berkelanjutan sesuai usaha yang akan dibiayai;
   b. Melakukan tinjauan terhadap pedoman internal Bank dan menyesuaikannya dengan penerapan keuangan berkelanjutan.
5. Kredit
   a. *Screening* awal risiko dan aspek LST prospek/nasabah;
   b. Mengidentifikasi peluang bisnis dan bekerja sama dengan unit lainnya;
   c. Memantau dan memeriksa secara reguler kinerja nasabah maupun transaksinya;
   d. Melakukan *client engagement* untuk penerapan keuangan berkelanjutan, menjangkau prospek dan nasabah eksisting;
   e. Memeriksa kelayakan dokumen persyaratan kredit sesuai dengan aspek LST; dan
   f. Mendorong peningkatan portofolio keuangan berkelanjutan.
6. Tanggung Jawab Sosial dan Pengaman Perusahaan (CSSR)
   Pihak ini berperan aktif dalam jenis kegiatan yang mendukung penerapan Keuangan Berkelanjutan.
7. Teknologi Informasi
   Pihak ini bertugas mempersiapkan sistem informasi pengaturan portfolio keuangan berkelanjutan.

Duties and Responsibilities of Sustainable Finance Implementation

The party in charge of sustainable finance at Bank Artha Graha Internasional is the Task Force Team, which consists of:

1. Compliance
   a. To ensure the Bank's policies on environment, social, and governance (EST) have met the applicable laws and regulations;
   b. To ensure the prudential principle in implementing the Bank's ESG strategy; and
   c. To prepare a Sustainability Report and a Sustainable Financial Action Plan.
2. Risk Management Work Unit
   a. To identify the social and environmental risks of each credit facilities application that has a business related to environmental management;
   b. To provide risk mitigation related to environmental management conducted by the Debtor; and
   c. To monitor the exposure of sustainable finance.
3. Budgeting
   a. To ensure ESG-related strategic plans are listed in the Bank's Business Plan;
   b. To ensure the preparation of Sustainable Finance Action Plan; and
   c. To ensure sustainable finance portfolio targets.
4. System and Procedure
   a. To prepare guidelines and procedures for financing sustainable finance based on the business that will be financed;
   b. To review the Bank's internal guidelines and adjusted them with the implementation of sustainable finance.
5. Loans
   a. To carry out initial screening of ESG risks and aspects of prospective customers/existing customers;
   b. To identify business opportunities and cooperation with other units;
   c. To regularly monitor and check customer performance and its transactions;
   d. To conduct client engagement for the implementation of sustainable finance in order to reach prospective and existing customers;
   e. To check the eligibility of documents for credit requirements in accordance with ESG aspects; and
   f. To encourage the improvement of sustainable finance portfolios.
6. Corporate Social Safety Responsibility (CSSR)
   This party has an active role in types of activities that support the implementation of Sustainable Finance.
7. Information Technology
   This party is charge of preparing the information system for managing sustainable finance portfolios.

Pengembangan Kompetensi Penerapan Keuangan Berkelanjutan

Tim *Task Force* Bank Artha Graha Internasional senantiasa memperbarui informasi dan mengembangkan kompetensi terkait penerapan keuangan berkelanjutan melalui keikutsertaan dalam berbagai program pelatihan berikut.

Competency Development of Sustainable Finance Implementation

The Task Force Team of Bank Artha Graha Internasional always updates and develops the competences in implementing sustainable finance through the participation in various training programs as follows.

Peserta (orang) Participants (persons)	Materi Pengembangan Kompetensi/Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
2	Keuangan Berkelanjutan Menyongsong Era Keuangan Masa Depan Sustainable Finance Welcomes the Future of Financial Era	Jakarta, 2 April 2019 Jakarta, 2 April 2019	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
1	Keuangan Berkelanjutan Peluang dan Tantangan Opportunities and Challenges of Sustainable Finance	Jakarta, 16 Agustus 2019 Jakarta, 16 August 2019	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
1	*Sustainable Finance in Banking: Awareness, Action Plan, and Reporting*	Jakarta, 19 September 2019 Jakarta, 19 September 2019	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
18	Program Marketing Dasar: *Sustainable Finance Overview* Basic Marketing Program: Sustainable Finance Overview	Jakarta, 23 November 2019 Jakarta, 23 November 2019	Bank Artha Graha Internasional (Fasilitator: Asanka Kreasi Mandiri) Bank Artha Graha Internasional (Facilitator: Asanka Kreasi Mandiri)
18	*Team Leader Development Program: Overview Sustainable Finance*	Cipanas, 30 November 2019 Cipanas, 30 November 2019	Bank Artha Graha Internasional (Fasilitator: Lembaga Pengembangan Perbankan Indonesia) Bank Artha Graha Internasional (Facilitator: Indonesian Banking Development Institute)

Manajemen Risiko Ekonomi, Sosial, dan Lingkungan

Manajemen risiko Bank mengacu pada pedoman Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Pedoman tersebut mengadopsi praktik terbaik prinsip pencegahan dengan mengintegrasikan aspek lingkungan hidup dan sosial dalam manajemen risiko guna meminimalisasi dampak negatif yang timbul dari kegiatan operasional. Efektivitas proses manajemen risiko ditinjau oleh Direksi secara berkala untuk memastikan permasalahan dalam implementasi keuangan berkelanjutan dapat dideteksi sedini mungkin.

Economic, Social, and Environmental Risk Management

The Bank's risk management refers to the guidelines provided by Financial Services Authority Regulation No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Such guidelines adopt the best practices of prevention principle by integrating the environmental and social aspect in the risk management in order to minimize the negative impacts arising from the operational activities. The effectiveness of risk management risk is periodically reviewed by the Board of Directors to ensure early detection on the issues about the implementation of sustainable finance.

Peran Pemangku Kepentingan dalam Keuangan Berkelanjutan

Keterlibatan pemangku kepentingan Bank Artha Graha Internasional dalam penerapan keuangan berkelanjutan dilakukan melalui berbagai pendekatan yang dijelaskan sebagai berikut.

Stakeholders Roles in Sustainable Finance

The involvement of Bank Artha Graha Internasional's stakeholders in the implementation of sustainable finance is carried out through various approaches explained as follows.

Pemangku Kepentingan Stakeholders	Basis Identifikasi Basis of Identification	Frekuensi Pendekatan Approach Frequency
Pemegang Saham Shareholders	Hubungan ekonomi dan kepemilikan saham Economic relationship and share ownership	Melakukan penyelenggaraan RUPS Tahunan satu tahun sekali atau pertemuan lainnya sesuai kebutuhan To hold Annual GMS once year or other meetings if necessary
Masyarakat Community	Relasi dan tanggung jawab sosial Relations and social responsibility	a. Melaksanakan program kemitraan; b. Melaksanakan bina lingkungan; dan c. Melaksanakan konsultasi edukasi tentang perbankan. a. To conduct partnership program; b. To conduct environmental educations; and c. To conduct educational consultation about banking.
Pegawai dan Organisasi Serikat Pekerja Employees and Organization of Labor Union	Relasi ketenagakerjaan dalam membantu pencapaian tujuan Bank. Employment relations in assisting the achievement of the Bank's goal.	a. Melaksanakan survei secara rutin untuk karyawan; b. Melaksanakan rapat internal; c. Melaksanakan pendidikan dan pelatihan; serta d. Melaksanakan pertemuan secara berkala bersama dengan Organisasi Serikat Pekerja. a. To regularly conduct survey for employees; b. To hold internal meetings; c. To conduct education and training; and d. To hold periodic meetings together with Organization of Labor Union.
Pemerintah dan Regulator Government and Regulators	Legal dan kepentingan lembaga jasa keuangan. Legal matters and the interests of financial services institution.	Melaksanakan seminar terkait sosialisasi peraturan terbaru dari Otoritas Jasa Keuangan. To hold seminars on the dissemination of latest regulations of the Financial Services Authority.
Nasabah Customers	Hubungan ekonomi Economic relationship	Melaksanakan survei bagi nasabah Conducting survey for customers
Media Massa Mass Media	Relasi sosial Social relationship	Melaksanakan siaran pers dan pemberitaan lainnya To organize press releases and other news

Permasalahan yang Dihadapi, Perkembangan, dan Pengaruh terhadap Penerapan Keuangan Berkelanjutan

Fokus topik yang dihadapi dan dianggap penting bagi seluruh pemangku kepentingan terkait penerapan keuangan berkelanjutan Bank didapatkan melalui uji material. Hal ini diperlukan guna mengetahui dampak yang signifikan bagi bisnis Bank sendiri, sehingga dapat ditentukan strategi yang efektif dan efisien. Selain itu, ditetapkannya fokus topik tersebut bertujuan untuk membangun serta mensosialisasikan budaya keberlanjutan kepada seluruh pemangku kepentingan Bank.

Problems Faced, Development, and Influence on Sustainable Finance Implementation

The focus of topics faced and deemed important by all stakeholders related to the implementation of the Bank's sustainable finance is earned through the material testing. This is needed in order to find out significant impacts on the Bank's business itself so the Bank can determine effective and efficient strategies. Furthermore, the determination of the focus on such topics aims to build and disseminate sustainability culture to all stakeholders of the Bank.

Pada uji material, penentuan dilakukan melalui isu-isu material yang paling mencerminkan dampak lingkungan, sosial, dan ekonomi terhadap Bank maupun isu lainnya yang dianggap memengaruhi pengambilan keputusan Pemegang Saham internal dan eksternal. Di tahun 2019, Bank Artha Graha Internasional telah menganalisa isu material yang dijelaskan pada tabel berikut.

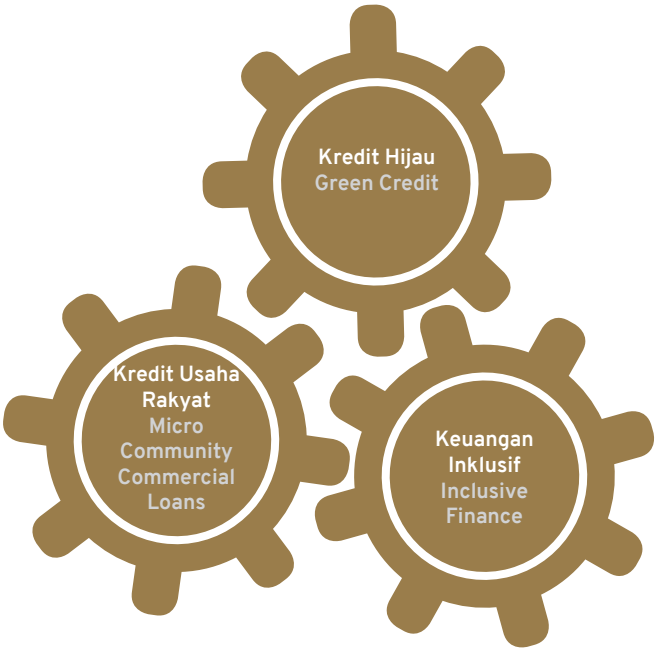
In the material testing, the determination is made using material issues that mostly reflect environmental, social, and economic impacts on the Bank and other issues that are considered affected the decision-making process of both internal and external Shareholders. In 2019, Bank Artha Graha Internasional analyzed material issues explained in the following table.

Material Material	Fokus Focus
Lingkungan Hidup dan Perubahan Iklim Environment and Climate Change	Potensi risiko dari proyek yang dibiayai. Potential risks of the financed projects.
Standar dan Kebijakan Lingkungan Hidup Environment Standard and Policy	Pemenuhan dokumen analisis dampak lingkungan. The fulfillment of environmental impact analysis document.
Kriteria Proyek Hijau Criteria of Green Project	Investasi dan produk untuk pertumbuhan berkelanjutan. Investment and products for sustainable growth.

Kinerja Keberlanjutan
Sustainability Performance

Membangun Keberlanjutan Ekonomi

Building Economic Sustainability



Portofolio Kredit Hijau Berkualitas

Bank Artha Graha Internasional menerapkan ekonomi hijau sebagai upaya penguatan kemampuan manajemen risiko, khususnya terkait lingkungan hidup. Tujuan dari penerapan ekonomi hijau Bank yaitu mendorong perbankan untuk meningkatkan portofolio, baik kuantitas maupun kualitas pembiayaan ramah lingkungan hidup pada sektor energi terbarukan, efisiensi energi, pertanian berkelanjutan, perikanan berkelanjutan, kehutanan berkelanjutan, ekowisata, gedung hijau, infrastruktur hijau, dan industri daur ulang.

Sebagai bukti komitmen, Bank telah menuangkan dalam bentuk Prosedur Pedoman Kebijakan Perkreditan No. 490101.02.0 tanggal 27 November 2017 tentang Pembiayaan Berkelanjutan. Selain itu, Bank juga menerbitkan prosedur berupa Surat Edaran Kredit No. 093.02.0 tanggal 22 Mei 2017 tentang Pembiayaan Kelapa Sawit.

Pemberian kredit hijau dilakukan berdasarkan standar atas rasa tanggung jawab terhadap aspek lingkungan sosial dan tata kelola calon debitur. Salah satu prioritasnya yaitu calon debitur yang telah memiliki sertifikasi berkelanjutan, seperti sertifikasi ISPO ataupun sertifikasi RSPO untuk pabrik kelapa sawit. Sedangkan, bagi perusahaan/pabrik dengan penggunaan energi bersih, pemberian kredit diberikan jika perusahaan yang bersangkutan memiliki sertifikasi lingkungan dari beberapa Kementerian, salah satunya dari Kementerian Perindustrian yaitu sertifikasi industri hijau, Kementerian Lingkungan Hidup yaitu sertifikasi PROPER, dan *health certification* ataupun sertifikasi ISO.

Bank Artha Graha Internasional juga menerapkan pemberian pembiayaan untuk *green building* dan *green infrastructure* bagi perusahaan yang telah memenuhi kriteria, salah satunya yaitu sertifikasi *greenship* dari Green Building Council Indonesia. Sertifikasi *greenship* terbagi dalam 6 kelompok, yaitu:

1. Tepat guna lahan - *appropriate site development* (ASD);
2. Efisiensi dan konservasi energi - *energy efficiency and conservation* (EEC);
3. Konservasi air - *water conservation* (WAC);
4. Sumber dan siklus material - *material resources and cycle* (MRC);
5. Kualitas udara dan kenyamanan udara dalam ruang - *indoor air health and comfort* (IHC);
6. Manajemen lingkungan bangunan - *building and environment management* (BEM).

Quality Green Credit Portfolio

Bank Artha Graha Internasional implements green economy as an effort to strengthen the capabilities in risk management, particularly related to the environment. The purpose of the implementation of the Bank's green economy is to encourage the banking to improve portfolios, both the quantity and quality of eco-friendly financing on environment in the sectors of renewable energy, energy efficiency, sustainable agriculture, sustainable fisheries, sustainable forestry, ecotourism, green building, green infrastructure, and recycling industry.

As proof of commitment, the Bank has stated in the form of Credit Policy Guideline Procedure No. 490101.02.0 dated 27 November 2017 on Sustainable Financing. In addition, the Bank also issues procedures in the form of Credit Circular No. 093.02.0 dated 22 May 2017 on Palm Oil Financing.

Green credit is issued based on accountable standards on the environmental, social, and governance aspects of prospective debtors. One of the priorities is prospective debtors with sustainability certifications, such as ISPO or RSPO certification for palm oil mills. Meanwhile, for companies/factories with clean energy use, credit is provided if the company concerned has an environmental certification from certain Ministries, one of them is the certification from the Ministry of Industry, namely green industry certification, along with the Ministry of Environment's PROPER Certification, and health certification or ISO certification.

Bank Artha Graha Internasional also applies the provision of financing for green building and green infrastructure for companies that have met certain criteria, one of them is having the greenship certification from the Green Building Council Indonesia. Greenship certification is divided into 6 groups, which are:

1. Appropriate site development (ASD);
2. Energy efficient and conservation (EEC);
3. Water conservation (WAC);
4. Material resources and cycle (MRC);
5. Indoor air health and comfort (IHC);
6. Building and environment management (BEM).

Identifikasi debitur yang dilakukan oleh Bank termasuk pada 9 kategori *sustainable*, baik terhadap debitur *existing* ataupun KUR sektor ekonomi perikanan dan pertanian, serta perburuhan dan kehutanan. Adapun plafon dan *outstanding* dari masing-masing kategori dijelaskan sebagai berikut.

The Bank's identification of debtors further classifies them into 9 categories of sustainability, and this includes existing debtors and KUR in the sectors of fisheries and agriculture, labor, and forestry. The ceiling and outstanding of each category are explained as follows.

(dalam jutaan Rupiah / in million Rupiah)

Kategori *Sustainable* Sustainable Category	2019		2018		2017	
	Plafon Limit (Rp)	Baki Debet Outstanding (Rp)	Plafon Limit (Rp)	Baki Debet Outstanding (Rp)	Plafon Limit (Rp)	Baki Debet Outstanding (Rp)
Pertanian Berkelanjutan Sustainable Agriculture	44,000	43,254	687,734	630,376	600,925	546,060
Ekowisata Eco-Tourism	-	-	7,583	7,541	7,583	7,694
Efisiensi Energi Energy Efficiency	216,509	216,130	211,687	211,120	400,000	400,000
Perikanan Berkelanjutan Sustainable Fishery	-	-	65,860	65,306	56,860	56,140
Kehutanan Berkelanjutan Sustainable Forestry	-	-	5,000	-	5,000	-
Gedung Hijau Green Building	-	-	594,344	541,344	315,596	264,976
Infrastruktur Hijau Green Infrastructure	850,934	850,934	596,778	580,389	875,845	870,529
Industri Daur Ulang Recycling Industry	-	-	4,567	4,538	4,567	4,083
Energi Terbarukan Renewable Energy	-	-	-	-	-	-
Pengelolaan Limbah Air Water Waste Treatment	-	-	-	-	-	-
UMKM MSME	1,912,110	1,782,436	-	-	-	-
Total	**3,023,552**	**2,892,753**	**2,173,552**	**2,040,616**	**2,266,375**	**2,149,482**

Hal lain yang tidak kalah penting dalam pengajuan kredit hijau berkualitas yaitu kepatuhan hukum terkait pengelolaan lingkungan hidup yang harus dipenuhi, yaitu:

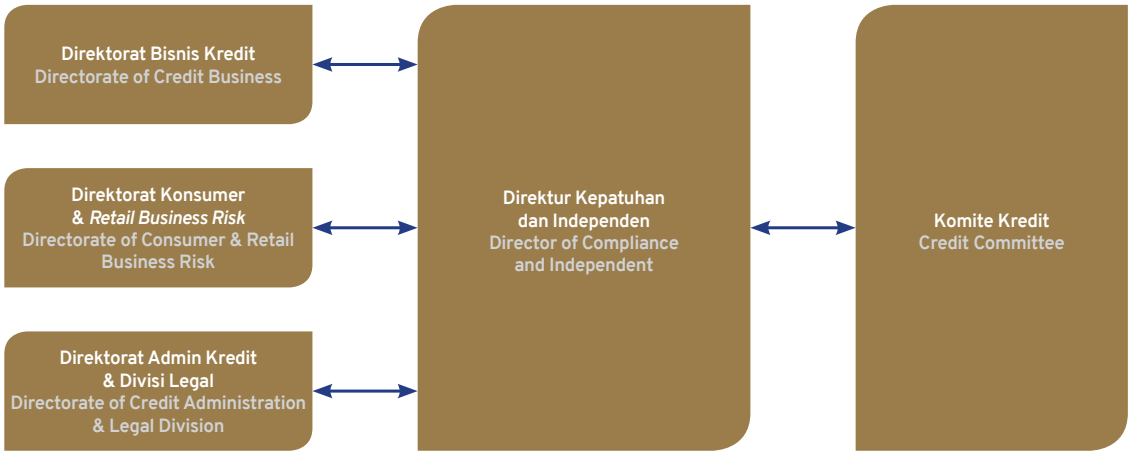
1. Izin usaha;
2. Sertifikasi lahan (SHGU atau SHGB);
3. AMDAL;
4. Surat keputusan pelepasan kawasan hutan, jika berasal dari kawasan berstatus hutan produksi konversi (HPK);
5. Sertifikat ISPO atau surat resmi pengurusan Sertifikat ISPO; dan
6. Sertifikat RSPO, khusus untuk perusahaan yang melakukan kegiatan ekspor kelapa sawit.

Other matters that are still important in applying quality green credit are the legal compliance for managing the environment that must be adhered to, which are:

1. Business license;
2. Land certificate (Right to cultivate or Building rights on land);
3. EIA;
4. Decree to release forest area, if it is part of a conversion production forest (HPK) area;
5. ISPO certificate or certificate of receipt for processing ISPO certificate; and
6. RSPO certificate, specifically for companies conducting palm oil export activities.

Pemberian kredit hijau berkualitas tersebut melibatkan organisasi Bank Artha Graha Internasional berikut.

The provision of quality green credit involves the organization of Bank Artha Graha Internasional as follows.



Alur proses penyaluran kredit dengan mengintegrasikan aspek lingkungan hidup, sosial, dan tata kelola (LST) digambarkan pada tahap analisa kredit sebagai berikut.

A flow of credit distribution process by integrating environmental, social, and governance (ESG) aspects is described in the credit analysis stage as follows.

Permohonan Kredit
Credit Application

- Mengisi formulir aplikasi permohonan kredit; dan
- Melengkapi dokumen-dokumen yang membuktikan legalisasi calon debitur.

- Filling out a credit application form; and
- Completing documents that substantiate the legality of prospective debtor.

Analisa Kredit
Credit Analysis

- Wawancara;
- Verifikasi Data;
- Analisa Keuangan;
- Analisa Jaminan;
- Analisa Industri;
- Analisa Risiko dan Mitigasi Risiko;
- Analisa Keuntungan Bank;
- Analisa Hubungan Bank; dan
- Analisa Yuridis (Legal).

- Interview;
- Data Verification;
- Financial Analysis;
- Collateral Analysis;
- Industry Analysis;
- Risk Analysis and Risk Mitigation;
- Bank's Profitability Analysis;
- Bank's Relationship Analysis; and
- Juridical (Legal) Analysis

Persetujuan Kredit
Credit Approval

- *Resume* hasil peninjauan ulang kepatuhan;
- *Resume* hasil peninjauan ulang independen atas permohonan kredit;
- Persetujuan Komite Kredit;
- Pengikatan;
- Pencatatan Plafon; dan
- Pencairan.

- Resume compliance review results;
- Resume independent review results for credit application;
- Credit Committee Approval;
- Agreement;
- Registration of Ceiling; and
- Disbursement.

Penerapan prosedur penyaluran kredit ini diharapkan dapat meningkatkan kesadaran bagi perusahaan-perusahaan swasta lainnya untuk senantiasa memperhatikan aspek lingkungan hidup dalam setiap kegiatan operasionalnya. Kepedulian tersebut tentunya akan berpengaruh secara tidak langsung dalam memperoleh pinjaman, khususnya kredit modal kerja yang maksimum dari Bank.

The credit distribution procedure is expected to raise awareness of other private companies to always pay attention to environmental aspects in each of their operational activities. Such concern will certainly influence the obtaining of loans, especially to obtain maximum amount of working capital credit from the Bank.

Pembiayaan Kredit Usaha Rakyat

Selain produk pendanaan, Bank telah mengembangkan produk pembiayaan untuk segmen mikro melalui Kredit Usaha Rakyat (KUR). Pada sektor pertanian, kriteria usaha ramah lingkungan dikaitkan dengan sistem pertanian organik, yaitu mengarahkan pelaku usaha untuk menjaga keseimbangan ekosistem guna menjamin keberlanjutan daya dukung alam dalam menyediakan bahan pangan yang sehat dan bermutu, serta memenuhi kebutuhan industri. Industri hijau merupakan kriteria usaha ramah lingkungan dalam sektor industri yang antara lain mengarahkan pelaku usaha agar melakukan konsep 3R *(reduce, reuse,* dan *recycle).*

Pelaksanaan pembiayaan kredit usaha rakyat oleh Bank Artha Graha Internasional dijelaskan sebagai berikut.

Financing of Micro Community Commercial Loans

Other than funding products, the Bank develops financing products for micro segment through Micro Community Commercial Loans (KUR). In agricultural sector, the criteria of eco-friendly business is associated with organic agricultural system, i.e. by directing the businesses to maintain balanced ecosystems in order to ensure the sustainability of natural carrying capacity in providing healthy and quality food materials, and meeting the needs of industry. Green industry is the criteria of eco-friendly business in the industrial sector which among others directing the business to apply 3R (reduce, reuse, and recycle) concept.

The implementation of financing of micro community commercial loans from Bank Artha Graha Internasional is explained as follows.

Uraian Description	2019	2018	2017
Jumlah Debitur Total Debtors	21,289 orang people	36,209 orang people	28,148 orang people
Outstanding	Rp382,764,458,255	Rp712,084,815,333	Rp719,277,841,525

Jenis dan Lokasi Kegiatan Types and Locations of Activities	
Kerajinan dari Barang Bekas Craft from Used Goods	
Kerajinan *souvenir* dari barang bekas Souvenir craft from used goods	Jl. Raden Fatah Anggrek II, Kelurahan Pagar Dewa Selebar, Kelurahan Pagar Dewa, Kecamatan Selebar, Kota Bengkulu
Kerajinan dari ban bekas Craft from used tires	Motamari, Desa Tasain, Kecamatan Raimanuk, Kabupaten Belu
Pertanian dan Perkebunan Agriculture and Forestry	
Budi daya jagung Maize cultivation	Desa Daya Kesuma, Kecamatan Muara Sugihan, Kabupaten Banyuasin Jl. Sukamakmur, Kelurahan Air Batu
Budi daya karet Rubber cultivation	Kecamatan Talang Kelapa, Kabupaten Banyuasin
Pertanian padi Rice farming	Dusun I, Desa Bombanon, Kecamatan Lolayan, Kabupaten Bolaang Mongondow
Pembuatan Makanan Food production	
Pembuatan tahu dan tempe Tofu and tempe production	Gunung Kendang RT 15 RW 05, Desa Besemah Serasan Kecamatan Pagar Alam Selatan, Kota Pagar Alam
Pembuatan kerupuk dan kemplang Kerupuk and kemplang production	Kp Cilongk Rang, Desa Suka Hurip, Kecamatan Cigedug, Kabupaten Garut

Jenis dan Lokasi Kegiatan Types and Locations of Activities	
Pembuatan kue donat Donut production	Kepanjen Permai I 11-15, Desa Talangagung, Kecamatan Kepanjen
Pengolahan Ikan **Fish processing**	
Penggilingan ikan, tepung, dan bumbu Fish, flour, and spice milling	Jl. KH. Azhari No. 85, Desa Tangga Takat, Kecamatan Seberang Ulu II, Kota Palembang
Produksi ikan asin Salted fish production	Dusun Sakanusa, Desa Haya, Kecamatan Taheru, Kabupaten Maluku Tengah
Budidaya Ikan dan Jamur **Fish and mushroom farming**	
Budi daya tambak patin sungai River catfish farming	Jl. Kauman, Kelurahan Talang Keramat, Kecamatan Talang Kelapa, Kabupaten Banyuasin
Budi daya ikan lele Catfish farming	Kelurahan Talang Jambe, Kecamatan Sukarami, Kota Palembang
Budi daya jamur Mushroom farming	Jl. Sultan Agung No 332, Kelurahan I Ilir, Kecamatan Ilir Timur II, Kota Palembang
Pengrajin **Craftsman**	
Produksi sofa Sofa production	Lorong Siliwangi No, 395, Kelurahan 5 Ulu, Kecamatan Seberang Ulu I, Kota Palembang
Produksi songket jumputan dan tajung Songket jumputan and tajung production	Way Hitam Family 4 No. 1520, Kelurahan Siring Agung Kecamatan Ilir Barat I, Kota Palembang
Produksi pot dan keramik Pot and ceramic production	Kp Kosambi RT 003 RW 002, Desa Bumi Jaya, Kecamatan Ciruas, Kabupaten Serang
Pembuatan Batu Merah dan Minyak Atsiri **Red Brick and Essential Oil Production**	
Produksi batu bata merah Red brick production	Desa Pangkalan Benteng, Kecamatan Talang Kelapa, Kabupaten Banyuasin
Budi daya sereh wangi dan penyulingan minyak atsiri Citronella grass cultivation and essential oil distillation	Desa Namsina, Kecamatan Waplau Kabupaten Buru

Mewujudkan Keuangan Inklusif

Bank Artha Graha Internasional senantiasa mendorong perekonomian dengan meningkatkan akses keuangan bagi masyarakat melalui program keuangan inklusif. Program tersebut diwujudkan dengan melakukan pengembangan produk Laku Pandai. Produk Laku Pandai merupakan bentuk perluasan layanan Bank dalam menjamin kerja sama dengan nasabah dan agen yang dapat melayani transaksi perbankan bagi masyarakat secara *real time online* dengan menggunakan perangkat dengan konsep *sharing fee.*

Dengan adanya produk ini, diharapkan dapat membantu kegiatan ekonomi masyarakat yang pada akhirnya dapat meningkatkan pertumbuhan ekonomi antarwilayah di Indonesia, terutama di daerah desa. Berikut total rekening nasabah Laku Pandai.

Realizing Inclusive Finance

Bank Artha Graha Internasional always boost the economy by improving financial access for public through inclusive financial programs. This program is run through the development of Branchless Banking products. Branchless Banking products are part of the expansion of the Bank's services, in order to collaborate with customers and agents who can perform online banking transactions for the public in real time, using certain devices, and with the fee-sharing concept.

The availability of these products is expected to assist the economic activities of the public which ultimately can improve interregional economic growth in Indonesia, especially in rural areas. The following is the total number of agents and bank accounts of Branchless Banking customers.

Uraian Category	2019	2018	2017
Rekening Nasabah Customer Accounts	553	538	95

Keterlibatan dalam Pengembangan Sosial dan Kemasyarakatan

1. **Penggunaan Tenaga Kerja Lokal**

   Rekrutmen Bank ditujukan untuk menjangkau anak bangsa berkompeten dan maju bersama Bank. Pemberian kesempatan kepada masyarakat lokal (memiliki KTP sesuai wilayah operasional Bank) untuk berkarya di perusahaan juga dilakukan di kantor cabang dalam proses rekrutmennya. Hal tersebut dibuktikan dengan jumlah karyawan Bank sebanyak 100% warga negara Indonesia. Selain itu, rata-rata 100% karyawan di wilayah operasional Bank merupakan tenaga kerja lokal.

2. **Literasi dan Inklusi Keuangan**

   Sebagai langkah *transfer knowledge*, Bank Artha Graha Internasional ikut berpartisipasi dalam berbagai kegiatan edukasi untuk nasabah. Materi edukasi nasabah terkait dengan pengetahuan tentang Bank secara umum, termasuk produk dan layanan. Edukasi nasabah dilakukan melalui:

   a. Sosialisasi pada saat nasabah berkunjung di kantor cabang; serta
   b. Sosialisasi melalui media seperti *flyer*, brosur, radio, *website*, media sosial, poster, *banner*, dan media-media *advertising*.

Bank Artha Graha internasional telah melaksanakan kegiatan literasi dan inklusi keuangan di beberapa daerah di Indonesia yang ditunjukan sebagai berikut.

Involvement in Social and Community Development

1. **Use of Local Workforce**

   The Bank's recruitment aims to reach competent nation's youth and move forward with the Bank. Therefore, the Bank provides opportunities for local people (having the Resident ID Card (KTP) according to the operational areas of Bank) to work at the branch office. It has been demonstrated by the fact that 100% of the Bank's employees are Indonesian citizens. In addition, an average of 100% of employees within the Bank's operational areas are local workers.

2. **Financial Literacy and Inclusion**

   As a step to transfer knowledge, Bank Artha Graha Internasional participates in various educational activities for customers. The educational materials for customers related to knowledge about the Bank in general, including its products and services. Customer education is carried out, by ways of:

   a. Information dissemination to customers when they are on site or visiting the branch offices; and
   b. Dissemination through media, such as: flyers, brochures, radio, websites, social media, posters, banners, and advertising media.

Bank Artha Graha Internasional has carried out financial literacy and inclusion activities in several regions in Indonesia as shown in the following table.

Tanggal Date	Program Program	Lokasi Location
16 Maret 2019 16 March 2019	Program Edukasi Pebankan Financial Literacy Program	Bank Artha Graha Internasional Cabang Pemuda Medan dengan peserta masyarakat dari: a. Kelurahan Kampung Aur; b. Warga Kepling, Jl. Mantri; c. Warga Kepling Pantai Burung II; d. Kampung Binaan, Jl. Purwosari; e. Kampung Binaan, Jl. Kampung Aur; f. Kampung Binaan, Jl. Sutrisno, Gg. Rukun; g. Kampung Binaan, Jl. Gaharu Gg. Berdikari Lingkar 8; dan h. Kampung Binaan, Kelurahan Pandau Hilir. Bank Artha Graha Internasional, Pemuda Branch, Medan, with the communities as participants from: a. Kampung Aur Urban Village; b. Kepling Residents, Mantri Street; c. Kepling Pantai Burung II Residents; d. Fostered Resident, Purwosari Street; e. Fostered Resident, Kampung Aur Street; f. Fostered Resident, Sutrisno Street, Rukun Alley; g. Fostered Resident, Gaharu Street, Berdikari Lingkar 8 Alley; and h. Fostered Village, Pandau Hilir Urban Village.
27 Juli 2019 27 July 2019	Program Edukasi Perbankan Banking Education Program	Jl. Pemuda Semarang, Hotel Amaris dengan peserta dari masyarakat: a. Kampung Menyanan Kecil Semarang; dan b. Kampung Tlogo Bayem Semarang. Jl. Pemuda Semarang, Amaris Hotel, with the communities as participants from: a. Menyanan Kecil Village, Semarang; and b. Tlogo Bayem Village, Semarang.
18 Oktober 2019 18 October 2019	Program Edukasi Perbankan Banking Education Program	Kediaman Ketua RT 008 RW 004 Gang Gembira, Kelurahan Fontein, Kupang dengan peserta masyarakat setempat. Head of RT 008 RW 004 Gang Gembira's House, Fontein Subdistrict, Kupang with the participant from local people.

3. Perbaikan Sarana dan Prasarana Sosial

Pada tahun 2019, Bank melaksanakan program perbaikan sarana dan prasarana dengan rincian sebagai berikut.

3. Repair of Social Facilities and Infrastructures

In 2019, the Bank implemented a facility and infrastructure improvement program with the following details.

Kegiatan Activities	Lokasi Location	Biaya Cost (Rp)
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Lingkungan RW 19, Kelurahan Gunung Lumbung, Garut	4,568,500
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Pekalangan Cirebon	2,557,500
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	RW 04 Kabupatenan Cirebon	2,878,350
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kelurahan Timuran, Solo	2,215,800
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) dan Kegiatan Sembako Murah Village Management (Painting and Greening the Environment) and Cheap Staple Activity	Kelurahan Sumber, Solo	9,210,000
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Pondok Pesantren Alphansa Klaten	4,851,200
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Mugasar, Tlogo Bayem, Menyanan Semarang	4,540,800
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Bibis, Kawal Kali Kendal, Surabaya	6,927,715
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) dan Bantuan Pembuatan Hidroponik Village Management (Painting and Greening the Environment) and Hydroponic Manufacturing Assistance	Kampung Margorejo, GG Masjid II Surabaya	11,147,085
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Jualang, Lampung	2,486,200
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Gang Gembira RT 008 RW 004 Kupang	1,815,000
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Samalona dan Lorong 76 Makassar	3,567,900
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kelurahan Mandonga RT 23 RW 06	2,716,000
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	TPI Jati Tumumpa Dua dan Banjer Pumorow, Manado	3,296,600
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Karame dan Bahu Malalayang, Manado	4,996,000

Kegiatan Activities	Lokasi Location	Biaya Cost (Rp)
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Kampung Waringin, RT 02 dan RT 03, Ambon	7,823,500
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Sekitar, Jl Mardika, Kampung Belakang Kota, dan Ongkoliong RT 002 RW 010 Ambon	4,005,000
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Lorong Melati/Himo-Himo, Lorong Manggis Ternate	9,540,100
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) Village Management (Painting and Greening the Environment)	Lingkungan sekitar Cemara Asri, Jl Pemuda, Jl Cirebon, Sl Sutomo, dan Jl Asia Medan	11,966,500
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) dan Perayaan HUT RI Village Management (Painting and Greening the Environment) and RI Anniversary Celebration	Kampung Haur Kuning, Bandung	14,006,823
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) dan Perayaan HUT RI Village Management (Painting and Greening the Environment) and RI Anniversary Celebration	Kampung Pasir Luyu, Bandung	13,832,718
Penataan Kampung (Pengecatan dan Penghijauan Lingkungan) dan Perayaan HUT RI Village Management (Painting and Greening the Environment) and RI Anniversary Celebration	Sunter Jaya, Jakarta	9,993,000
Total		**138,942,291**

4. Pemberian Donasi

Pada tahun 2019, Bank telah memberikan donasi sebagai berikut.

4. Donation

Throughout 2019, the Bank distributed donation as follows.

Kegiatan Activity	Lokasi Location	Biaya Cost (Rp)
Donasi untuk Yayasan Artha Graha Peduli Donation for Artha Graha Peduli Foundation	Jakarta	1,500,000,000
Total		**1,500,000,000**

Pengembangan Produk dan Layanan bagi Nasabah

1. Inovasi dan Pengembangan Produk 2019

Bank terus melakukan inovasi dan pengembangan produk dan layanan untuk mendukung keberlangsungan bisnis. Selama 2019, pengembangan produk dan layanan yang dilakukan, yaitu:

a. Pembukaan tabungan *online*, dimana pembukaan rekening dapat dilakukan nasabah tanpa harus ke bank, dengan menggunakan *smartphone* android dan IOS;
b. Pengembangan *Cafe Banking* berupa sinergi antara bank dan *coffee shop* lokal yang merupakan gaya hidup

Development of Products and Service for Customers

1. Innovation and Product Development in 2019

The Bank keeps making innovation and development of products and services in order to support the business continuity. In 2019, the development of products and services that was carried out, i.e.:

a. Online account opening, where customers can open their account without visiting the bank, by using Android and iOS smartphone;
b. The development of Cafe Banking in the form of a synergy between the bank and local coffee shop which

masyarakat saat ini didukung dengan layanan *one stop service* berbasis digital; dan

c. Membuka peluang bisnis dengan bekerjasama bersama pelaku *financial technology* yang telah terkoneksi dengan koperasi untuk pemanfaatan layanan transfer *online* antar Bank, bisnis kartu ATM/ Debit *co-branding* GPN dengan Bank, dan peluang bisnis ke arah *micro financing loan*.

2. Jumlah dan Persentase Produk dan/atau Jasa yang Sudah Dievaluasi Keamanannya

Bank memastikan bahwa untuk setiap produk dan/atau jasa perbankan yang dipasarkan, senantiasa dilengkapi dengan penyediaan dan/atau penyampaian informasi kepada nasabah secara akurat, jujur, jelas dan tidak menyesatkan. Hal ini dilakukan melalui penyediaan ringkasan informasi produk dan/atau layanan secara tertulis mengenai manfaat, risiko, biaya produk dan/atau layanan, serta syarat dan ketentuan yang berlaku dan mencantumkan pernyataan "Bank terdaftar dan diawasi oleh Otoritas Jasa Keuangan (OJK) dan merupakan peserta penjaminan LPS", logo OJK dan logo LPS, melalui media *channel* yang dimiliki oleh Bank (*website, flyer, e-mail*, dan media sosial). Bank juga berkewajiban memberikan pemahaman kepada nasabah mengenai hak dan kewajiban nasabah terkait produk dan/atau layanan yang dipilih.

Sampai dengan tahun 2019, seluruh produk dan/jasa yang dipasarkan oleh Bank Artha Graha Internasional 100% telah dievaluasi keamanannya bagi nasabah.

3. Jumlah Produk yang Ditarik Kembali dan Alasannya

Melalui pengidentifikasian dan pengendalian risiko hukum yang melekat pada produk, selama tahun 2019, Bank tidak pernah dihadapkan pada pelanggaran terkait kesalahpahaman atas produk yang dijual ke nasabah yang menyebabkan produk ditarik kembali atau dilarang di pasaran.

Dalam mempertimbangkan keberadaan sebuah produk atau layanan, Bank Artha Graha Internasional merumuskan beberapa aspek terkait nasabah pada aktivitas operasional yang dijalankan serta telah memitigasi risikonya melalui kebijakan dan/atau rencana terkait sebagai berikut.

is a lifestyle of the community nowadays is supported by a digital-based one stop service; and

c. Providing business opportunities to cooperate with the business of financial technology which is connected with the cooperation to make use of online transfer service among Banks, the business of ATM/Debit card co-branding GPN with the Bank, business opportunities toward micro financing loan.

2. The Number and Percentage of Products and/or Services in which their Security Has Been Evaluated

The Bank ensures that all banking products and/or services marketed, are always completed with the provision and/or presentation of information to customers in an accurate, true, clear, and not misleading manner. This is carried out by ways of providing information overview of products and/or services in writing about benefits, risks, costs of products and/or services, as well as applicable terms and conditions and contain the statement "This Bank is registered with and supervised by the Financial Services Authority of Indonesia (OJK) and and also a participant of Indonesia Deposit Insurance Corporation (LPS) guarantee program, OJK's logo and LPS's logo through media channel owned by the Bank (website, flyer, email, and social media). Bank is mandatory to provide understanding to customers about their rights and obligations related the chosen products and/or services.

Until 2019, all products and/or services marketed by Bank Artha Graha Internasional have been 100% evaluated for their security for customers.

3. The Number of Products Recalled and the Reasons

By identifying and controlling inherent legal risks on products, during 2019, the Bank did not face any violations regarding misunderstanding about products sold to customers that cause the product to be recalled or banned in the market.

In considering the existence of a product or service, Bank Artha Graha Internasional has formulated several customer-related aspects in its operational activities and prepared their risk mitigation through the corresponding policies and/or plans as follows.

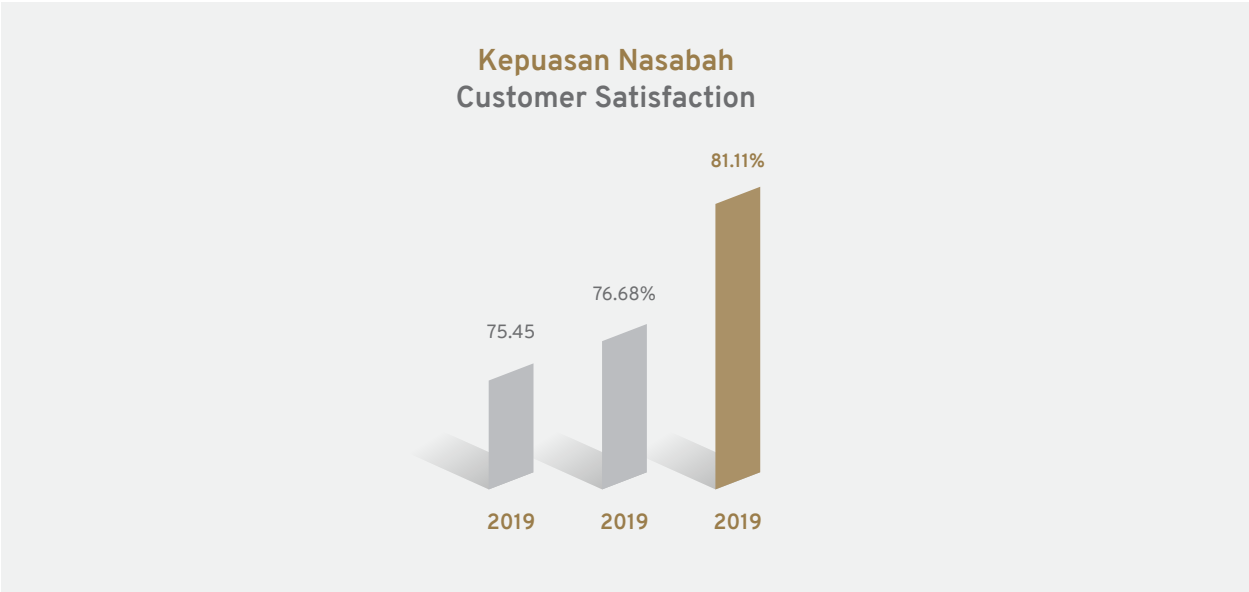
Isu Terkait Related Issue	Risiko yang Timbul Occurred Risk	Rencana Mitigasi Mitigation Plan
Produk dan layanan Products and services	• Menurunnya jumlah nasabah; • Hilangnya dana simpanan nasabah; • Bocornya informasi pribadi nasabah; • Menurunnya kepuasan dan kepercayaan nasabah; serta • Terhambatnya pertumbuhan usaha Bank. • Decrease in number of customers; • Loss of customers' savings funds; • Leakage of customers' personal information; • Decreasing customers' satisfaction and trust; and • Stagnant business growth of the Bank.	Menciptakan produk dan layanan yang kompetitif dan Inovatif. Creating competitive and innovative products and services.
Keamanan simpanan nasabah Customer deposits safety		• Meningkatkan kualitas serta kapasitas sistem teknologi perbankan; dan • Ikut serta dalam Lembaga Penjamin Simpanan. • Upgrade the quality and capacity of the banking technology system; and • Participate in the Deposit Insurance Agency.
Keamanan data nasabah Customer data safety		Meningkatkan kualitas dan kapasitas sistem teknologi informasi perbankan. Improve the quality and capacity of the banking information technology system.
Kepuasan nasabah Customer satisfaction		Memastikan terpenuhinya penetapan *service level agreement* (SLA). Ensure the fulfillment of Service Level Agreement (SLA).

4. Kepuasan Nasabah

Bank Artha Graha Internasional terus berupaya meningkatkan kualitas produk serta layanannya, agar nasabah semakin terpenuhi kebutuhannya dan merasa puas. Bank menyelenggarakan survei kepuasan nasabah setiap tahun untuk mengukur kepuasan nasabah. Hasil pengukuran tersebut menjadi masukan untuk terus melakukan peningkatan berkesinambungan. Hasil Survei kepuasan nasabah dapat dilihat pada grafik berikut.

4. Customer Satisfaction

Bank Artha Graha Internasional keeps trying to improve its quality of products and services so customers can meet their needs and become more satisfied. The Bank organizes annual customer satisfaction survey to measure customer satisfaction. The results of such measurement have become feedback to enable continuous improvement. The customer satisfaction survey results can be seen in the following graph.



Hasil survei kepuasan nasabah menunjukkan bahwa pada tahun 2017 ke 2018 kepuasan nasabah Bank Artha Graha Internasional menunjukan peningkatan pada indikator ruang layanan yang bersih dan rapi. Sedangkan, pada tahun 2018 ke 2019 kepuasan nasabah meningkat terutama disebabkan dari sisi kemudahan bertransaksi melalui *e-channel.*

The customer satisfaction survey results of Bank Artha Graha Internasional in 2017-2018 showed an improvement in the indicators of clean and well-organized service room. However, in the period of 2018-2019 the customer satisfaction also improved especially the satisfaction that came from the ease of transactions through e-channel.

Membangun Keberlanjutan Lingkungan Hidup

Menginternalisasikan Budaya Keberlanjutan

Bank Artha Graha Internasional berfokus untuk menyebarluaskan semangat membangun budaya keberlanjutan pada aspek lingkungan hidup kepada seluruh insan Bank. Internalisasi budaya dilakukan dengan cara memberikan himbauan kepada seluruh jajaran karyawan untuk berpartisipasi aktif. Hal ini diupayakan dengan membuat selebaran bergambar yang disebarkan dan diharapkan dapat meningkatkan kepedulian serta kesadaran para karyawan.

Building Environment Sustainability

Internalizing the Sustainability Culture

Bank Artha Graha Internasional is focused to spread the spirit of building the sustainability culture in the environmental aspect s for all of the Bank's personnels. Cultural internationalization is conducted by calling out all employees to actively participate. This appeal is supported by the distribution of illustrated flyers that are expected to increase employee awareness and care.



Upaya tersebut dilakukan dengan melaksanakan sejumlah inisiatif efisiensi energi dan sumber daya melalui program berikut.

1. Efisiensi Energi
   a. Penggunaan 1 printer di setiap Direktorat yang berguna untuk keperluan *copy*, *print*, dan *scan* dokumen;
   b. Menghidupkan fitur hemat energi pada setiap peralatan listrik/komputer yang dipergunakan;
   c. Efisiensi penggunaan energi melalui peralatan elektronik kantor. Peralatan yang tidak digunakan akan ditarik dari unit kerja dan disimpan di gudang untuk menghindari pemakaian yang tidak diperlukan;

Such effort is carried out by undertaking a number of energy and resources efficiency initiatives through the following programs.

1. Energy Efficiency
   a. The use of 1 printer in each Directorate for copying, printing and scanning documents;
   b. Turning on the energy-saving feature on each electrical equipment/computer that is used;
   c. Maintaining the efficiency of energy consumption for electrical appliances at the office. Unused equipment will be withdrawn from the work unit and stored in the warehouse to avoid unnecessary use;

d. Penggunaan listrik dengan bijak melalui pematian *air conditioner*/lampu/komputer dan peralatan kantor lainnya saat tidak digunakan, pengoperasian *air conditioner* sentral serta mematikan semua lampu setelah pukul 21:00; dan
e. Penghematan biaya telepon dengan mengefektifkan penggunaan *voice over internet protocol* (VoIP).

2. *Electronic Banking*
Solusi tepat untuk meningkatkan efisiensi dan mengurangi penggunaan kertas dalam setiap transaksi, yang biasanya dilakukan secara tradisional.

3. Program *Paperless*
Sosialisasi kepada seluruh karyawan untuk terus mengefektifkan penggunaan kertas telah direalisasikan secara konsisten dengan menggunakan dokumen elektronik, baik bagi kepentingan internal maupun eksternal.

4. Pelestarian Lingkungan
Menerapkan penggunaan gelas di kantor sebagai ganti dari penggunaan kemasan plastik dalam operasional sehari-hari.

5. Efisiensi Penggunaan Air
Bank Artha Graha Internasional berusaha semaksimal mungkin untuk memanfaatkan air seefisien dan seefektif mungkin. Penggunaan air dalam kegiatan usaha Perseroan terutama untuk konsumsi dan kebersihan tempat kerja. Untuk seluruh kantor, Bank telah menerapkan penghematan air dengan cara menggunakan air sesuai kebutuhan, yaitu dengan menggunakan kran otomatis, sehingga meminimalkan tumpahan air yang tidak diperlukan.

6. Pengelolaan Limbah
Bank Artha Graha Internasional menerapkan kebijakan pemilahan sampah berdasarkan jenis dan kategorinya (organik dan non organik) untuk mempermudah proses daur ulang dan mengurangi penumpukan sampah. Selain itu, guna mengurangi limbah plastik, Bank telah mengimplementasikan kebijakan baru untuk mengurangi penggunaan sedotan plastik dan gelas-gelas plastik juga telah digantikan dengan gelas yang dapat digunakan kembali.

Keterlibatan dalam Inisiatif Eksternal

Bank Artha Graha Internasional juga terlibat aktif dalam pengelolaan lingkungan hidup bersama masyarakat melalui kegiatan yang digalang oleh Artha Graha Peduli dan Artha Graha Network, maupun pihak eksternal lainnya, sebagaimana dijelaskan berikut.

d. Using electricity wisely by turning off air conditioners/lights/computers and other office equipment when not in use, operating central air conditioners, and turning off all lights after 9 pm, and

e. Reducing telephone expenses by making use of voice over internet protocol (VoIP).

2. Electronic Banking
An appropriate solution to improve the efficiency and to reduce the use of paper in each transaction, which previously was conducted in a traditional method.

3. Paperless Program
Carrying out dissemination program to all employees to make the effective use of paper which is realized in a consistent manner by using electronic documents, both for internal and external interests.

4. Environmental Preservation
Implementing the use of glasses in the office instead of plastic cups in daily operations.

5. Water usage efficiency
Bank Artha Graha Internasional strives to make maximum use of water as efficiently and effectively as possible. The use of water in the Company's business activities is mainly for consumption and cleanliness of the workplace. For all offices, the Bank has implemented water savings by using water as needed, namely by using automatic faucets, thus, minimizing unnecessary water spills.

6. Waste Management
Bank Artha Graha Internasional implements a waste sorting policy based on its type and category (organic and non-organic) to facilitate the recycling process and reduce waste accumulation. In addition, in order to reduce plastic waste, the Bank has implemented a new policy to reduce the use of plastic straws and plastic cups which have also been replaced with reusable glass.

Involvement in External Initiative

Bank Artha Graha Internasional is also actively involved in the environmental management together with the community through the activities organized by Artha Graha Peduli and Artha Graha Network, as well as other external parties, as explained below.

Pemanfaatan Lahan Tidur
Use of Set-Aside Lands

Lokasi Location	Luas Size Area	Alamat Address	Uraian / Sasaran Description/Target	Personel Personnel	Keterangan Remark
Kowilhan I Subang	• ± 53,4 Ha • ± 40 Ha Sawah • ± 10,5 Ha Kebun • ± 2,8 Ha Marjinal • ± 53.4 Ha • ± 40 Rice fields • ± 10.5 Ha Plantation • ± 2.8 Ha Marginal	Jl. Desa Babakan Pintu, Blok Kadawung, Desa Kadawung, Kecamatan Pabuaran, Kabupaten Subang, Jawa Barat	• Sawah (padi) = 31 Ha, menghasilkan ± 55 Ton beras • Kebun Jagung = 2 Ha • Melibatkan ± 300 orang pekerja dari masyarakat setempat • Rice fields (paddy) = 31 Ha, produces ± 55 tons of rice • Corn Field = 2 Ha • Involving ± 300 workers from the local community	24 Personel Koordinator: Kolonel M Yusuf 24 Personnel Coordinator: Colonel M Yusuf	Lahan marjinal dan belum digarap = 10 Ha Marginal and uncultivated land = 10 Ha
Kowilhan II Kibin	• ± 48 Ha • ± 20 Ha Sawah • ± 10 Ha Kebun • ± 18 Ha Marjinal • ± 48 Ha • ± 20 Rice fields • ± 10 Ha Plantation • ± 18 Ha Marginal	Desa Kibin, Kecamatan Kibin, Kabupaten Serang, Banten	• Sawah (padi) = 20 Ha (15 Ha ALKP dan 5 Ha masyarakat), menghasilkan ± 24 Ton beras • Kebun dan kolam digarap masyarakat = 10 Ha • Melibatkan ± 150 orang pekerja dari masyarakat setempat • Rice fields (paddy) = 20 Ha (15 Ha ALKP and 5 Ha community), produces ± 24 tons of rice • Fields and ponds cultivated by local people = 10 Ha • Involving ± 150 workers from the local community	15 Personel Koordinator: Kolonel Sukamto 15 Personnel Coordinator: Colonel Sukamto	Tidak bisa digarap = 18 Ha Non-cultivable = 18 Ha
Kowilhan III Ciparay	• ± 26 Ha • ± 20 Ha Kebun • ± 6 Ha Marjinal • ± 26 Ha • ± 20 Ha Plantation • ± 6 Ha Marginal	Komplek Bumi Mandala Ciheulang, Jl. Karang Tinggal, Desa Ciheulang, Kecamatan Ciparay, Kabupaten Bandung	• Jeruk Dekopon = 2,027 Ha • Cabe = 1,004 Ha (tumpang sari) • Jagung = 0,328 Ha (tumpang sari) • Kacang Tanah = 0,350 Ha (tumpang sari) • Melibatkan ± 50 orang pekerja dari masyarakat setempat • Dekopon Orange = 2.027 Ha • Chili = 1.004 Ha (intercropping) • Corn = 0.328 Ha (intercropping) • Peanut = 0.350 Ha (intercropping) • Involving ± 50 workers from the local community	9 Personel Koordinator: Kolonel Dadan R 9 Personnel Coordinator: Colonel Dadan R	Belum ditanami = 1,9 Ha Not yet planted = 1.9 Ha
Kowilhan IV Jonggol	• ± 55 Ha • ± 20 Ha Sawah • ± 30 Ha Kebun • ± 5 Ha Marjinal • ± 55 Ha • ± 20 Rice fields • ± 30 Ha Plantation • ± 5 Ha Marginal	Desa Singasari, Kecamatan, Jonggol, Kabupaten Bogor	• Sawah (padi) = 12,5 Ha, menghasilkan ± 13 Ton beras • Palawija = 5.000 m² • Jagung = 2,5 Ha • Melibatkan ± 110 orang pekerja dari masyarakat setempat • Rice fields (paddy) = 12.5 Ha, produces ± 13 tons of rice • Second crop = 5,000 m2 • Corn = 2.5 Ha • Involving ± 110 workers from the local community	23 Personel Koordinator: Mayor Kuncoro 23 Personnel Coordinator: Mayor Kuncoro	Belum ditanami = 20,5 Ha Not yet planted = 20.5 Ha
Kowilhan V Villa Gardenia Cipanas	• ± 4 Ha • ± 3,5 Ha Kebun • ± 5000 m² Marjinal • ± 4 Ha • ± 3.5 Ha Plantation • ± 5000 m² Marginal	Villa Kota Gardenia Kav. B dan C Pacet, Cianjur, Jawa Barat	• Pepaya = 2,5 Ha • Pisang = 0,5 Ha • Alpokat = 0,5 Ha • Jeruk Dekopon = 2000 m² • Jeruk Nipis = 600 m² • Melibatkan ± 20 orang pekerja dari masyarakat setempat • Papaya = 2.5 Ha • Banana = 0.5 Ha • Avocado = 0.5 Ha • Dekopon Orange = 2000 m² • Lime = 600 m² • Involving ± 20 workers from the local community	5 Personel Koordinator: Letnan Kolonel Suratmo 5 Personnel Coordinator: Lieutenant Colonel Suratmo	Cabe tumpang sari di lahan Pepaya Intercopping chili at Papaya fields
Kowilhan VI Lemahabang	• ± 5 Ha • ± 3 Ha Sawah • ± 1 Ha Kebun • ± 1 Ha Marjinal • ± 5 Ha • ± 3 Rice fields • ± 1 Ha Plantation • ± 1 Ha Marginal	Kp. Tegal Luhur, Kelurahan Cibatu, Kecamatan Lemah Abang, Kabupaten Bekasi	• Sawah (padi) = 1,6 Ha, menghasilkan ±6 Ton beras • Jagung = 6.000 m² • Pisang, Singkong, dan Palawija = ± 1 Ha Melibatkan ± 17 orang pekerja dari masyarakat setempat • Rice fields (paddy) = 1.6 Ha, produces ± 6 tons of rice • Corn = 6,000 m² • Banana, Cassava, and Second Crop = ± 1 Ha Involving ± 17 workers from the local community	4 Personel Koordinator: Kolonel Ismoedi Arief 4 Personnel Coordinator: Colonel Ismoedi Arief	Belum/tidak bisa digarap = 1,8 Ha Not yet cultivated/ Non-cultivable = 1.8 Ha
Kowilhan VII Cibeber Cianjur	• ± 3,7 Ha • ± 3 Ha Kebun • ± 7000 m² Marjinal • ± 3.7 Ha • ± 3 Ha Plantation • ± 7000 m² Marginal	Jl. Raya Cianjur, Cibeber, Desa Sirnagalih, Cianjur	• Kandang peternakan = 1.000 m² (Bebek dan Ayam Broiler) • Pisang Tanduk = 6.000 m² • Sengon = 1 Ha • Cabe = 3.000 m² • Singkong = 2.000 m² • Melibatkan ± 15 orang pekerja dari masyarakat setempat • Poultry pen = 1,000 m² (Duck and Broiler Chicken) • Banana Tanduk = 6,000 m² • Sengon = 1 Ha • Chili = 3,000 m² • Cassava = 2,000 m² • Involving ± 15 workers from the local community	4 Personel Koordinator: Kolonel Bambang Arman 4 Personnel Coordinator: Colonel Bambang Arman	Belum digarap = 1,5 Ha Not yet cultivated = 1.5 Ha

Lokasi Location	Luas Size Area	Alamat Address	Uraian / Sasaran Description/Target	Personel Personnel	Keterangan Remark
Kowilhan VIII Ciujung City	• ± 2,3 Ha • ± 1 Ha Kebun • ± 1,3 Ha Marjinal • ± 2.3 Ha • ± 1 Ha Plantation • ± 1.3 Ha Marginal	Perumahan Ciujung Baru, Desa Kendayakan, Kecamatan Kragilan, Serang, Banten	• Kolam lele = 1.500 m² • Cabe = 900 m² • Sengon = 800 m² • Melibatkan ± 10 orang pekerja dari masyarakat setempat • Catfish pond = 1,500 m2 • Chili = 900 m2 • Sengon = 800 m2 • Involving ± 10 workers from the local community	3 Personel Koordinator: Mayor Nana Suhana 3 Personnel Coordinator: Mayor Nana Suhana	Rawa (tidak bisa ditanami) = 19,8 Ha Swamp (unplantable) = 19,8 Ha
Kowilhan IX Bojongmangu	• ± 2,3 Ha • ± 1,5 Ha Kebun • ± 8.000 m² Marjinal • ± 2.3 Ha • ± 1.5 Ha Plantation • ± 8,000 m² Marginal	Kp. Cihanjuang, Desa Bojong Mangu, Kecamatan Cikarang, Kabupaten Bekasi	• Pisang = 2.500 m² • Jagung = 6.000 m² • Palawija = 1.500 m² • Melibatkan ± 10 orang pekerja dari masyarakat setempat • Banana = 2,500 m² • Corn = 6,000 m² • Second crop = 1,500 m² • Involving ± 10 workers from the local community	4 Personel Koordinator: Kolonel Agus Tedjo S 4 Personnel Coordinator: Colonel Agus Tedjo S	Belum ditanami = 1,2 Ha (Kebun Bambu) Not yet planted = 1.2 Ha (Bamboo Plantation)
Kowilhan X Citeras	• ± 1,1 Ha • ± 1 Ha Kebun • ± 1.000 m² Marjinal • ± 1.1 Ha • ± 1 Ha Plantation • ± 1,000 m² Marginal	Desa Citeras, Kecamatan Rangkas Bitung, Lebak Banten	• Lahan Pasir Luhur (Luas 7.900 m²) tumpang sari a. 450 Pohon Pisang a. 2.000 Pohon Cabe • Lahan Cilaja (Luas 3.900 m²) a. 200 Pohon Pisang b. 100 Pohon Sengon • Melibatkan ±5 orang pekerja dari masyarakat setempat • Pasir Luhur Land (Area of 7,900 m²) intercropping a. 450 Banana Trees b. 2,000 Chili Tree • Cilaja Land (Area of 3,900 m²) a. 200 Banana Trees b. 100 Sengon Trees • Involving ± 5 workers from the local community	3 Personel Koordinator: Kolonel Mayor Iriyanto Nugroho 3 Personnel Coordinator: Colonel Mayor Iriyanto Nugroho	-
Kowilhan XI Bali	• ± 14 Ha a. 6 Ha Cengkeh b. 4 Ha Kopi c. 2 Ha Palawija/ Sayuran • ±2 Ha Marjinal • ± 14 Ha a. 6 Ha Clove b. 4 Ha Coffee c. 2 Ha Second crop/Vegetable • ± 2 Ha Marginal	• Kabupaten Bangli • Kabupaten Klungkung • Kabupaten Tabanan • Kabupaten Karangasem	• Tanaman Kopi di Tabanan dan Kintamani (seluas 8,6 Ha) = 8.730 pohon • Tanaman cengkeh di Tabanan, Klungkung, Bukit Jambul, dan Karangasem (seluas 12, 9 Ha) = 542 pohon • Melibatkan ±8 orang pekerja dari masyarakat setempat • Coffee Plants in Tabanan and Kintamani (area of 8.6 Ha) = 8,730 trees • Clove Plant in Tabanan, Klungkung, Bukit Jambul, and Karangasem (area of 12.9 Ha) = 542 trees • Involving ± 8 workers from the local community	2 Personel Koordinator: Letnan Kolonel Syafaruddin 2 Personnel Coordinator: Lieutenant Colonel Syafaruddin	-

Peduli Citarum
Care for Citarum

	Tanggal Date	Kegiatan Activities
	7 Februari - 28 Maret 2019 7 February - 28 March 2019	Bank Artha Graha Internasional Bandung melakukan kegiatan Pasar Murah Akhir Tahun di beberapa titik lokasi binaan Artha Graha Peduli Citarum, yaitu Desa Tarumajaya, Desa Bumiwangi, Desa Srimahi, Desa Pakutandang, Desa Segara Cipta, Desa Cikoneng, Desa Maruyung, Desa Cikitu, Desa Resmitinggal, Desa Sukapura, Desa Cibeureum, Desa Cikembang, dan Desa Cihauk sebanyak 7.000 paket. Bank Artha Graha Internasional Bandung conducts Year End Cheap Markets at several location points under the foster of Artha Graha Care for Citarum, which are Tarumajaya Village, Bumiwangi Village, Srimahi Village, Pakutandang Village, Segara Cipta Village, Cikoneng Village, Maruyung Village, Cikitu Village, Resmitinggal Village, Sukapura Village, Cibeureum Village, Cikembang Village, and Cihauk Village for 7,000 packages.

Kaleidoskop Tanggung Jawab Lingkungan dan Sosial 2019
Kaleidoscope of Environmental and Social Responsibility 2019

12 Januari 2019
12 Januari 2019



Bank Artha Graha Internasional mengadakan kegiatan Pekan Olahraga untuk menjalin hubungan yang harmonis yang diikuti oleh seluruh karyawan.

Bank Artha Graha Internasional organized Sport Week activity to maintain harmonious relationship which was attended by all employees.

25 Januari 2019
25 Januari 2019



Kegiatan sembako murah yang dilakukan oleh Bank Artha Graha Internasional bekerja sama dengan Artha Graha Peduli dalam rangka Hari Raya Hari Raya Imlek.

Bank Artha Graha Internasional in cooperation with Artha Graha Peduli held cheap staple activity during the Lunar New Year.

Februari 2019
February 2019



Kegiatan Pasar Murah Imlek mulai diadakan kembali, kegiatan rutin yang dilakukan oleh. Bank Artha Graha Internasional di seluruh kota besar di Indonesia agar dapat membantu meringankan kebutuhan pokok masyarakat.

Bank Artha Graha Internasional also started to hold routine activities of Affordable Market operation during the Lunar New Year across all big cities in Indonesia to help alleviate community basic needs.

4 Maret 2019
4 March 2019



Dalam rangka memperingati Hari Peduli Sampah Nasional, Bank Artha Graha Internasional Kantor Cabang Kupang bersama dengan masyarakat dan Pemerintah Daerah Nusa Tenggara Timur melakukan kegiatan bersih-bersih Pantai Ria Kota Kupang.

In order to commemorate National Waste Care Day, Bank Artha Graha Internasional Branch Kupang together with the local people and Regional Government of East Nusa Tenggara cleaned up the coast from garbage at Ria Beach in Kupang City.

16 Maret 2019
16 March 2019



Edukasi keuangan kepada masyarakat binaan Kantor Cabang Medan dalam rangka mendukung Program Literasi Keuangan yang dicanangkan oleh Otoritas Jasa Keuangan.

Financial education to the fostered people of Medan Branch Office in order to support the Financial Literacy Program launched by the Financial Services Authority.

13 April 2019
13 April 2019



Bentuk kepedulian perusahaan terhadap masyarakat sekitar, Bank Artha Graha Internasional melakukan kegiatan bakti sosial sembako murah untuk meringankan beban masyarakat.

Bank Artha Graha Internasional carried out social service of cheap staple activity to ease local people's burden as form of concern to the surrounding community.

22 April 2019
22 April 2019



Kegiatan Hari Bumi, sebagai salah satu bentuk pelestarian lingkungan yang diberikan oleh perusahaan dengan melakukan kegiatan penanaman pohon di daerah Cianjur, Jawa Barat.

Earth Day Activity, was one of the environmental conservation programs held by the company by planting trees in Cianjur area, West Java.

5 Mei 2019
5 May 2019



Kegiatan operasi pasar bawang putih 2019, dengan Kementerian Pertanian yang dilaksanakan di Pasar Induk Kramat Jati, Jakarta Timur. Bank Artha Graha Internasional bersama Artha Graha Network, turut berpartisipasi mendukung program pemerintah dalam hal menstabilkan harga sembako menjelang bulan Ramadhan.

2019 garlic market operation activity, together with the Ministry of Agriculture held at Kramat Jati Central Market, East Jakarta. Bank Artha Graha Internasional together with Artha Graha Network, also took part in supporting the government program in order stabilize the prices of staples ahead of Ramadan.

24 Mei 2019
24 May 2019



Kegiatan Pasar Murah oleh Bank Artha Graha Internasional bekerja sama dengan Artha Graha Peduli, kegiatan ini dilakukan di seluruh kota besar di Indonesia dalam rangka menyambut bulan Ramadhan.

Affordable Market Operation by Artha Graha Internasional in cooperation with Artha Graha Peduli. This activity was hold across all big cities in Indonesia to welcome Ramadan.

28 Mei 2019
28 May 2019



Bank Artha Graha Internasional dan Artha Graha Peduli bersama TNI melakukan kegiatan bersama Bazaar Ramadhan dan Bakti Sosial.

Bank Artha Graha Internasional and Artha Graha Peduli together with TNI carried out joint activities such as Ramadan Bazaar and Social Services.

3 Juni 2019
3 June 2019



Bentuk kepedulian perusahaan terhadap masyarakat sekitar dalam menyambut Hari Raya Idul Fitri menyelenggarakan Kegiatan Pasar Murah.

A form of the company's concern for the surrounding community to welcome Eid al-Fitr Day was by holding Affordable Market Operation.

5-26 Juli 2019
5-26 July 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat dibeberapa daerah di Indonesia sebagai salah satu bentuk kepedulian sosial kemasyarakatan Bank terhadap lingkungan sekitarnya.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday at several regions as a form of social concern from Bank to the surrounding community.

26 Juli 2019
26 July 2019



Bank Artha Graha Internasional kembali melaksanakan Kegiatan Edukasi Keuangan pada triwulan II. Kegiatan ini dilakukan oleh Kantor Cabang Semarang dalam rangka mendukung Program Literasi Keuangan yang direncanakan oleh Otoritas Jasa Keuangan.

Bank Artha Graha Internasional conducted Financial Education Activity on quarter II. This activity was carried out by Semarang Branch Office in order to support the Financial Literacy Program launched by the Financial Services Authority of Indonesia.

11 Agustus 2019
11 August 2019



Salah satu bentuk kepedulian Bank Artha Graha Internasional terhadap masyarakat sekitar adalah berbagi dalam menyambut Hari Raya Idul Adha dengan menyalurkan hewan kurban.

A form of Bank Artha Graha Internasional's concern for the surrounding community is sharing in welcoming the Eid al-Adha Day by distributing sacrificial animals.

17 Agustus 2019
17 August 2019



Kegiatan CSSR Bank Artha Graha Internasional memperingati HUT Kemerdekaan Republik Indonesia 74th yang dilaksanakan oleh seluruh Kantor Cabang Bank Artha Graha Internasional.

CSSR activity of Bank Artha Graha Internasional to commemorate Indonesia's 74th Independence Day which was conducted by all Branch Offices of Bank Artha Graha Internasional.

Agustus 2019
August 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat di beberapa daerah di Indonesia, sebagai salah satu bentuk kepedulian sosial kemasyarakatan perusahaan terhadap lingkungan sekitarnya.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday in several regions as a form of social concern from the company to the surrounding community.

26-29 Agustus 2019
26-29 August 2019



Kegiatan bakti sosial pembagian sembako gratis dan pengobatan gratis Bank Artha Graha Internasional bersama dengan Artha Graha Peduli dan kemitraan dengan KOPASSUS di Anyer dan Pandeglang.

Social service activity of distributing free staples and free medical treatment by Bank Artha Graha Internasional together with Artha Graha Peduli and in partnership with KOPASSUS in Anyer and Pandeglang.

10 September 2019
10 September 2019



Kegiatan ini merupakan bagian dari kemitraan Bank Artha Graha Internasional dengan mitra Komando Distrik Militer (KODIM) 0501/JS didalam memberikan bantuan sembako kepada masyrakat sekitar.

This activity was part of the partnership of Bank Artha Graha Internasional with Komando Distrik Militer (KODIM) 0501/JS to provide staple food packages aid to the local people.

September 2019
September 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat di beberapa daerah di Indonesia, sebagai salah satu bentuk kepedulian sosial kemasyarakatan perusahaan terhadap lingkungan sekitarnya.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday in several regions as a form of social concern from the company to the surrounding community.

Oktober 2019
October 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat di beberapa daerah di Indonesia, sebagai salah satu bentuk kepedulian sosial kemasyarakatan perusahaan terhadap lingkungan sekitarnya.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday in several regions as a form of social concern from the company to the surrounding community.

5 Oktober 2019
5 October 2019



Bank Artha Graha Internasional bekerja sama dengan KODIM 1604 Kupang di Wilayah KODIM, membagikan sembako gratis kepada masyarakat sekitar guna memberikan rasa kepedulian kepada masyarakat.

Bank Artha Graha Internasional in cooperation with KODIM 1604 Kupang in KODIM area, distributed free staple to the local people as form of concern to the surrounding community.

13 Oktober 2019
13 October 2019



Bank Artha Graha Internasional Kantor Cabang Ambon memberikan bantuan kepada korban gempa Ambon, bantuan yang diberikan berupa sembako dan kebutuhan sehari-hari di lokasi pengungsian.

Bank Artha Graha Internasional Branch Ambon gave aid in the form of staple and daily needs to the survivors of Ambon earthquake in shelters.

18 Oktober 2019
18 October 2019



Bank Artha Graha Internasional Kantor Cabang Kupang melakukan edukasi keuangan kepada masyarakat binaan Kantor Cabang Kupang dalam rangka mendukung Program Literasi Keuangan yang dicanangkan oleh Otoritas Jasa Keuangan.

Bank Artha Graha Internasional Kupang Branch Office conducts financial education to the fostered community of Kupang Branch Office in the framework of supporting the Financial Literacy Program launched by the Financial Services Authority.

November 2019
November 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat di beberapa daerah di Indonesia.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday in several regions in Indonesia.

1 November 2019
1 November 2019



Bank Artha Graha Internasional memperkenalkan mesin ATM Beras di Cirebon, Solo, Semarang, Surabaya, dan Jakarta untuk mempermudah penyaluran beras jumat dan sebagai salah satu bentuk kepedulian sosial kemasyarakatan Bank terhadap lingkungan sekitar.

Bank Artha Graha Internasional introduced Rice ATM Machine in Cirebon, Solo, Semarang, Surabaya, and Jakarta to make it easier in distributing beras jumat and as a form of social concern of the Bank to the surrounding community.

25 November 2019
25 November 2019



Bank Artha Graha Internasional dan Artha Graha Peduli bekerja sama dengan TNI AD dalam rangka HUT ARMED ke 74 di Bandung, membagikan sembako gratis kepada masyarakat sekitar.

Bank Artha Graha Internasional and Artha Graha Peduli in cooperation with TNI AD in order to commemorate 74th anniversary of ARMED in Bandung by giving free staples to the local people.

14 Desember 2019
14 December 2019



Artha Graha Peduli bekerja sama dengan SQUAD Penangulangan Bencana Indonesia dan Pemerintah DKI Jakarta melakukan Apel Relawan Siaga Banjir di Balaikota DKI Jakarta.

Artha Graha Peduli together with Indonesia's SQUAD Disaster Management and DKI Jakarta Government attended Flood Alert Muster at the City Hall of DKI Jakarta.

Desember 2019
December 2019



Bank Artha Graha mengadakan kembali kegiatan Beras Jumat, kegiatan ini rutin dilakukan setiap hari Jumat di beberapa daerah di Indonesia, sebagai salah satu bentuk kepedulian sosial kemasyarakatan perusahaan terhadap lingkungan sekitarnya.

Bank Artha Graha held activity of Beras Jumat which is regularly carried out on every Friday in several regions as a form of social concern from the company to the surrounding community.



Manajemen terus memantau tingkat kesehatan Bank Artha Graha Internasional dengan menggunakan pendekatan risiko, serta terus melakukan upaya-upaya perbaikan untuk menindaklanjuti rekomendasi otoritas dan menyempurnakan pengelolaan perusahaan.



Struktur Permodalan dan **Manajemen Risiko**

Capital Structure and Risk Management

The Management keeps monitoring the soundness level of Bank Artha Graha Internasional by using risk approach, and keeps making improvement efforts to follow-up recommendations from the authority and refines the Company management.

Gambaran Umum mengenai Sistem Manajemen Risiko
General Overview of Risk Management System

Seiring dengan perkembangan lingkungan internal dan eksternal, Bank menghadapi risiko yang semakin kompleks. Oleh karena itu, Bank perlu meningkatkan penerapan tata kelola perusahaan yang baik, khususnya melalui implementasi sistem manajemen risiko yang efektif. Peningkatan implementasi sistem manajemen risiko dilakukan melalui peningkatan fungsi identifikasi, pengukuran, pemantauan, dan pengendalian risiko Bank, guna mencegah atau meminimalkan kerugian yang timbul dari kegiatan Bank ataupun mencegah hal-hal yang dapat mengganggu kelangsungan Bank.

In line with the development of the Bank's internal and external environment, the Bank faces the increasingly complex risks. Therefore, the Bank needs to improve its good corporate governance implementation, especially through implementing effective risk management system. Improvement of risk management system implementation is performed through improving the identification, measurement, monitoring, and control functions of the Bank's risks in order to prevent or minimize losses arising from the Bank's activities or to prevent matters that may disrupt the Bank's sustainability.



Dasar Penerapan Manajemen Risiko
Basis of Risk Management Implementation

Dasar penerapan pengelolaan permodalan dan manajemen risiko Bank Artha Graha internasional mengacu pada beberapa peraturan berikut.

1. Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum;
2. Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
3. Peraturan Otoritas Jasa Keuangan No. 4/POJK.03/2016 tentang Penilaian Tingkat Kesehatan Bank Umum;
4. Surat Edaran Otoritas Jasa Keuangan No. 13/ SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum;
5. Surat Edaran Otoritas Jasa Keuangan No. 14/ SEOJK.03/2017 tentang Penilaian Tingkat Kesehatan Bank Umum;
6. Surat Edaran Otoritas Jasa Keuangan No. 34/ SEOJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum; dan
7. Surat Edaran Otoritas Jasa Keuangan No. 21/ SEOJK.03/2017 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Bank Umum.

Basis of implementing capital and risk management of Bank Artha Graha Internasional refers to the following regulations.

1. Financial Services Authority Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks;
2. Financial Services Authority Regulation No. 18/POJK.03/2016 on Implementation of Risk Management for Commercial Banks;
3. Financial Services Authority Regulation No. 4/POJK.03/2016 on Sound Level Assessment for Commercial Banks;
4. Financial Services Authority Circular No. 13/SEOJK.03/2017 on Implementation of Governance for Commercial Banks;
5. Financial Services Authority Circular No. 14/SEOJK.03/2017 on Sound Level Assessment for Commercial Banks;
6. Financial Services Authority Circular No. 34/ SEOJK.03/2016 on Implementation of Risk Management for Commercial Banks; and
7. Financial Services Authority Circular No. 21/ SEOJK.03/2017 on Implementation of Risk Management in the Use of Information Technology for Commercial Banks.

Pengungkapan Permodalan
Capital Disclosure

Bank Artha Graha Internasional telah memiliki modal dan struktur permodalan yang kuat untuk mendukung strategi pengembangan ekspansi usaha saat ini dan di masa mendatang. Selain itu, kebijakan permodalan ditetapkan oleh regulator untuk memenuhi ketentuan kecukupan permodalan serta memastikan agar struktur permodalan Bank telah efisien. Sesuai dengan Peraturan Bank Indonesia, modal Bank Artha Graha Internasional terdiri dari:

1. **Modal Inti**
   Modal inti terdiri dari modal inti utama *(common equity tier/* CET 1) dan modal inti tambahan *(Additional Tier 1).* Modal inti utama terdiri dari modal disetor dan cadangan tambahan modal *(disclose reserve).* Cadangan tambahan modal ini mencakup faktor penambah (agio, cadangan umum, laba tahun lalu, laba tahun berjalan, serta opsi saham) dan faktor pengurang (kerugian komprehensif lainnya dari transaksi aset keuangan yang diklasifikasikan dalam kelompok tersedia untuk dijual, selisih kurang penyisihan penghapusan aset (PPA) atas aset produktif dengan cadangan kerugian penurunan nilai, serta PPA non-produktif).

Bank Artha Graha Internasional already has strong capital and capital structure to support its current and future business expansion development strategies. In addition, the capital policy is set by the regulator to meet the capital adequacy provisions and to ensure that the Bank's capital structure has been efficient. In accordance with Bank Indonesia Regulation, the capital of Bank Artha Graha Internasional consists of:

1. **Core Capital (Tier 1)**
   The Core Capital (Tier 1) consists of Common Equity Tier (CET 1) and Additional Tier 1. Common Equity Tier (CET 1) consists of paid-up capital and disclose reserve. Disclose reserves consist of the addition factors (share premium, general reserves, last year's profit, profit for the year, and stock options) and the reduction factors (other comprehensive losses from financial asset transactions classified as available-for-sale, net of allowance for noncollectable assets (PPA) on earning assets with impairment losses allowance, and non-earning PPA).

2. **Modal Pelengkap (maksimum 100% dari modal inti)**
   Modal pelengkap meliputi cadangan umum PPA atas aset produktif yang wajib dihitung dengan jumlah maksimum 1,25% dari ATMR risiko kredit dan cadangan tujuan.

Berikut merupakan modal Bank Artha Graha Internasional dalam 2 tahun terakhir:

2. **Tier 2 Capital (maximum 100% from Tier 1 Capital)**
   Tier 2 Capital includes general reserves of PPA on earning assets which must be calculated with a maximum amount of 1.25% of RWA of credit risk and objectives reserves.

Below are details of Bank Artha Graha Internasional's capital in the last 2 years:

(dalam jutaan Rupiah / in million Rupiah)

Jenis Modal Type of Capital	2019	2018
Modal Inti Core Capital (Tier 1)	3,431,679	3,874,822
Modal Pelengkap Tier 2 Capital	116,869	215,600
Total Modal **Total Capital**	**3,548,548**	**4,090,422**

Penilaian Kecukupan Permodalan

Bank Artha Graha Internasional senantiasa memenuhi seluruh peraturan yang ada, di antaranya yaitu ketentuan kecukupan modal. Bank melakukan perhitungan kewajiban penyediaan modal minimum (KPMM) dan aset tertimbang menurut risiko (ATMR) yang diperhitungkan menggunakan metode sebagai berikut.

Capital Adequacy Assessment

Bank Artha Graha Internasional always complies with all existing regulations, including capital adequacy provisions. The Bank calculates the minimum capital adequacy ratio (CAR) and risk-weighted assets (RWA) using the following methods.

Jenis Risiko Type of Risks	Metode Penilaian Risiko Kecukupan Modal Capital Adequacy Risk Measurement Methods
Risiko Kredit Credit Risk	Pendekatan Standar (*Standardised Approach*) Standardized Approach
Risiko Pasar Market Risk	Pendekatan Standar (*Standardised Approach*) Standardized Approach
Risiko Operasional Operational Risk	Pendekatan Indikator Dasar (*Basic Indicator Approach*) Basic Indicator Approach

Kerangka Dasar Penerapan Manajemen Risiko
Basic Framework of Risk Management Implementation

Penerapan manajemen risiko pada Bank Artha Graha Internasional dilakukan dengan pelaksanaan strategi operasional berikut.

1. Pertumbuhan bisnis dan peningkatan pangsa pasar kredit, serta portofolio pendanaan;
2. Peningkatan efisiensi operasional Bank;
3. Menjaga tingkat kebutuhan likuiditas dan modal minimum sesuai ketentuan regulator; dan
4. Implementasi manajemen risiko yang berorientasi bisnis.

Terkait strategi operasional tersebut, Bank Artha Graha Internasional memiliki kebijakan sendiri terkait kerangka dasar manajemen risiko yang berlandaskan pada Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum. Kerangka proses manajemen risiko dalam pengelolaan bisnis dan operasional Bank meliputi:

1. Pengawasan aktif Direksi dan Dewan Komisaris;
2. Kecukupan kebijakan dan prosedur manajemen risiko, serta penetapan limit risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko serta sistem informasi manajemen risiko; serta
4. Sistem pengendalian internal yang menyeluruh.

Pengawasan Aktif Direksi dan Dewan Komisaris

Penerapan manajemen risiko melibatkan pengawasan aktif oleh Direksi dan Dewan Komisaris Bank. Pengawasan dilakukan sesuai tugas dan tanggung jawab yang dimiliki serta dilakukan secara berkala dan konsisten, sekurang-kurangnya setiap bulan. Berikut merupakan tugas dan tanggung jawab Direksi dan Dewan Komisaris terkait penerapan manajemen risiko:

1. **Direksi**
   a. Menyusun kebijakan, strategi, dan kerangka manajemen risiko secara tertulis dan komprehensif termasuk limit risiko secara keseluruhan dan per jenis risiko, dengan memperhatikan tingkat risiko yang akan diambil *(risk appetite)* dan toleransi risiko *(risk tolerance)* sesuai kondisi Bank serta memperhitungkan dampak risiko terhadap kecukupan permodalan. Setelah mendapat persetujuan dari Dewan Komisaris, Direksi menetapkan kebijakan, strategi, dan kerangka manajemen risiko dimaksud;

The risk management implementation at Bank Artha Graha Internasional is carried out by implementing the following operational strategies.

1. Business growth and increased credit market share as well as funding portfolio;
2. Increasing the Bank's operational efficiency;
3. Maintaining liquidity level and minimum capital as required by regulator; and
4. Implementing business oriented risk management.

Related to these operational strategies, Bank Artha Graha Internasional has its own policy related to risk management basic framework based on the Financial Services Authority Regulations No. 18/POJK.03/2016 on Risk Management Implementation for Commercial Banks. The risk management process framework in managing the Bank's business and operations includes:

1. Active monitoring of the Board and Directors and Board of Commissioners;
2. Adequacy of risk management policies and procedures, as well as risk limit setting;
3. Adequacy of process of risk identification, measurement, monitoring, and management, as well as risk management information system; and
4. Comprehensive internal control system.

Active Monitoring of the Board of Directors and Board of Commissioners

Risk management implementation involves active monitoring by the Bank's Board of Commissioners and Board of Directors. Monitoring is carried out according to the duties and responsibilities borne and is conducted periodically and consistently, at least monthly. Below are the duties and responsibilities of the Board of Directors and Board of Commissioners related to risk management implementation:

1. **Board of Directors**
   a. Preparing comprehensive risk management policy, strategy, and framework in writing, including limit of risks in overall and per type of risks, by considering the risk appetite and risk tolerance according to the Bank's condition, and measuring the risk impact on the capital adequacy. After obtaining approval from the Board of Commissioners, the Board of Directors establishes the said risk management policy, strategy, and framework;

b. Mengevaluasi dan/atau mengkinikan kebijakan, strategi, dan kerangka manajemen risiko paling kurang 1 kali dalam 1 tahun atau dalam frekuensi yang lebih sering dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha Bank, eksposur Risiko, dan/atau profil risiko secara signifikan;
c. Menetapkan struktur organisasi termasuk wewenang dan tanggung jawab yang jelas pada setiap jenjang jabatan yang terkait dengan penerapan manajemen risiko;
d. Memastikan seluruh risiko yang material dan dampak yang ditimbulkan oleh risiko dimaksud telah ditindaklanjuti dan menyampaikan laporan pertanggungjawaban kepada Dewan Komisaris secara berkala. Laporan dimaksud antara lain memuat laporan perkembangan dan permasalahan terkait risiko yang material disertai langkah-langkah perbaikan yang telah, sedang, dan akan dilakukan;
e. Memastikan pelaksanaan langkah-langkah perbaikan atas permasalahan atau penyimpangan dalam kegiatan usaha Bank yang ditemukan oleh Satuan Kerja Audit Intern (SKAI);
f. Memastikan kecukupan dukungan keuangan dan infrastruktur untuk mengelola dan mengendalikan risiko; dan
g. Memastikan bahwa fungsi manajemen risiko telah diterapkan secara independen yang dicerminkan antara lain adanya pemisahan fungsi antara Satuan Kerja Manajemen Risiko (SKMR) yang melakukan identifikasi, pengukuran, pemantauan dan pengendalian Risiko dengan satuan kerja yang melakukan dan menyelesaikan transaksi.

Dalam pelaksanaannya, Direksi dibantu oleh Komite Manajemen Risiko, Komite Kredit, Komite *Asset and Liability*, serta Komite Pemantau Teknologi Informasi. Selain itu, Direksi juga dibantu oleh Satuan Kerja Audit Internal (SKAI), Direktorat Manajemen Risiko, dan Direktorat Kepatuhan yang didalamnya terdapat Sub Direktorat Kepatuhan, Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU & PPT), serta Kontrol.

2. Dewan Komisaris

a. Menyetujui kebijakan manajemen risiko termasuk strategi dan kerangka manajemen risiko yang ditetapkan sesuai dengan tingkat risiko yang akan diambil *(risk appetite)* dan toleransi risiko (*risk tolerance)* Bank;
b. Mengevaluasi kebijakan manajemen risiko dan strategi manajemen risiko paling kurang 1 kali dalam 1 tahun atau dalam frekuensi yang lebih sering dalam hal terdapat perubahan faktor yang mempengaruhi kegiatan usaha Bank secara signifikan;

b. Evaluating and/or updating risk management policy, strategy, and framework at least once a year or more frequent, in the event that there are changes in factors affecting the Bank's business activities, risk exposures, and/or risk profiles significantly;
c. Determining the organizational structure, including clear authority and responsibilities at every level of position related to the risk management implementation;
d. Ensuring that all material risks and impact resulted by the said risks have been followed-up and that accountability report is submitted to the Board of Commissioners periodically. The said report among others contains development and problem related to the material risk as well as the corrective actions that have been, are being, and will be done;
e. Ensuring the implementation of corrective actions on problems or deviations in the Bank's business activities found by the Internal Audit Work Unit (SKAI);
f. Ensuring sufficient financial and infrastructure support to manage and control risks; and
g. Ensuring that the risk management function has been applied independently that is reflected among others by separating the function between Risk Management Work Unit (SKMR) that performs risk identification, measurement, monitoring, and control and the work unit performing and settling transactions.

In the implementation, the Board of Directors is assisted by Risk Management Committee, Credit Committee, Asset and Liability Committee, and Information Technology Monitoring Committee. Furthermore, the Board of Directors is also assisted by the Internal Audit Work Unit (SKAI), Risk Management Directorate, and Compliance Directorate, with Sub-Directorates of Compliance, Anti-Money Laundering and Prevention of Financing of Terrorism (APU & PPT), and Control.

2. Board of Commissioners

a. Approving the risk management policies, including risk management strategy and framework determined according to the risk appetite and risk tolerance of the Bank;
b. Evaluating risk management policies and risk management strategies at least once a year or more frequent, in the event that there are changes in factors affecting the Bank's business activities significantly;

c. Mengevaluasi pertanggungjawaban Direksi dan memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko secara berkala. Evaluasi dilakukan dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko Bank secara efektif; dan
d. Memastikan kebijakan dan proses manajemen risiko dilakukan secara efektif dan terintegrasi dalam proses manajemen risiko secara keseluruhan.

Dalam pelaksanaannya, Dewan Komisaris dibantu oleh Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi.

Kecukupan Kebijakan dan Prosedur Manajemen Risiko, serta Penetapan Limit Risiko

Segenap aktivitas operasional maupun produk dan/atau jasa Bank telah dievaluasi Direktorat Manajemen Risiko dan disusun berdasarkan pada kebijakan yang telah disahkan oleh Direksi yang terdapat dalam Pedoman Kebijakan Perusahaan, Surat Edaran, dan ketentuan internal terkait lainnya sesuai jenis produk dan/atau jasa Bank. Kebijakan dan prosedur standar operasional senantiasa ditinjau kembali untuk memastikan kesesuaiannya dengan perkembangan karakteristik dan kompleksitas usaha, visi, misi, serta strategi Bank.

Kecukupan Proses Identifikasi, Pengukuran, Pemantauan, dan Pengendalian Risiko, serta Sistem Informasi Manajemen Risiko

Bagian utama dari proses penerapan manajemen risiko Bank terdiri dari proses identifikasi, pengukuran, pemantauan dan pengendalian risiko. Proses tersebut melibatkan 3 unit kerja yang berbeda, yaitu *front office* (unit bisnis), *middle office* (unit manajemen risiko dan sistem prosedur), dan *back office* (unit operasional) yang dijelaskan sebagai berikut.

1. *Front Office*

   Jabatan kerja operasional yang dimiliki oleh Bank yang melaksanakan transaksi secara langsung berdasarkan tugas dan tanggung jawabnya, serta mengelola portofolio Bank, dengan tetap memperhatikan konsep yang telah ditetapkan oleh manajemen risiko.

   a. Kantor Cabang, yaitu *Account Officer* dan Pimpinan Cabang;
   b. Direktorat *Treasury*, yaitu *Dealer* dan *Treasury Marketing Unit;*
   c. Unit kerja operasional lainnya, yaitu *Customer Service* dan *Teller*; serta
   d. Direktorat Bisnis Kredit.

c. Evaluating the Board of Directors' responsibilities and giving directions to improve the implementation of risk management policies periodically. The evaluation is done in order to ensure that the Board of Directors manage the Bank's activities and risks effectively; and
d. Ensuring that the risk management policies and process are performed effectively and integrated comprehensively in the risk management process.

In the implementation, the Board of Commissioners is assisted by Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee.

Adequacy of Risk Management Policies and Procedures and Setting Risk Limit

All operational activities as well as the Bank's products and/or services have been evaluated by the Risk Management Directorate and prepared based on policies that have been validated by the Board of Directors, contained in the Company Policy Manual, Circular, and other related internal provisions according to the type of the Bank's products and/or services. The policies and standard operating procedures are reviewed constantly to ensure conformity with the development of the Bank's business characteristics and complexity, vision, mission, and strategies.

Adequacy of Process of Risk Identification, Measurement, Monitoring, and Control, as well as Risk Management Information System

The main part of the Bank's risk management implementation process consists of the process of risk identification, measurement, monitoring, and control. The process involves 3 different work units, which are front office (business unit), middle office (risk management unit and system and procedure), and back office (operational unit) that are described as follows.

1. Front Office

   An operational work position at the Bank in conducting transaction directly based on the respective duties and responsibilities, and managing the Bank's portfolio, by considering the concepts set by the risk management.

   a. Branch Offices, namely Account Officers and Branch Manager;
   b. Treasury Directorate, namely Dealer and Treasury Marketing Unit;
   c. Other operational work units, namely Customer Service and Teller, and.
   d. Credit Business Directorate.

Dalam rangka penerapan prinsip kehati-hatian *(prudential principles)* dan penerapan sistem peringatan dini *(early warning system)*, Direktorat Manajemen Risiko dilibatkan dalam setiap proses aktivitas *front office*, dengan cara:

a. Mengkaji ulang independen kredit terhadap calon debitur sesuai batasan/limit dan ketentuan Direksi;

b. Mengidentifikasi dan menilai risiko setiap permohonan penyimpangan dari ketentuan operasi yang diajukan oleh unit kerja operasional sesuai batasan/limit dan ketentuan Direksi; serta

c. Mengkaji risiko setiap rencana penerbitan produk atau aktivitas baru dan menganalisa risiko atas proses *user acceptance test* (UAT) untuk pengembangan produk atau aktivitas yang baru atau yang sudah ada, serta memberikan rekomendasi berupa saran dan masukan terhadap setiap draf kebijakan dan prosedur yang akan diterbitkan oleh Bank.

2. *Middle Office*
Bagian pendukung operasional Bank yang melakukan pengelolaan, penyusunan pedoman/prosedur operasional, dan pengawasan operasional, serta melakukan manajemen risiko portofolio secara *bank wide*, yaitu:

a. Direktorat Manajemen Risiko
   1) Mengembangkan prosedur dan alat untuk identifikasi, pengukuran, pemantauan, dan pengendalian risiko;
   2) Memantau posisi/eksposur risiko secara keseluruhan (portofolio), maupun per jenis risiko, termasuk pemantauan kepatuhan terhadap toleransi risiko dan limit-limit risiko yang ditetapkan oleh Direksi;
   3) Melakukan *stress testing* untuk mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko terhadap portofolio atau kinerja Bank secara keseluruhan.

b. Direktorat Sistem dan Prosedur

3. *Back Office*
Bagian akhir dari proses operasional Bank yang menyelesaikan transaksi.

a. Direktorat Kredit, Direktorat SAM, dan Direktorat Remedial
b. Direktorat Operasi
   Melakukan pengelolaan risiko *settlement*.

In the framework of implementing prudential principles and early warning system, the Risk Management Directorate is involved in every process of front office activities, through:

a. Conducting an independent credit review to the prospective debtors in accordance with limits and provisions set by the Board of Directors;
b. Conducting risk identification and assessment on any request for deviation from operational provisions proposed by the operational work units within limits and provisions set by the Board of Directors; and
c. Conducting risk assessment on any new product or activity issuance and performing risk analysis on user acceptance test (UAT) process to develop new or existing products and activities, as well as providing recommendation in the forms of advise and input on every policy and procedure draft to be issued by the Bank.

2. Middle Office
A part of the Bank's operational support that manages, arranges operational guidelines/procedures, conducts operational oversight, and conducts portfolio risk management in a bank wide manner, as follows:

a. Risk Management Directorate
   1) Developing procedures and tools for risk identification, measurement, monitoring, and control;
   2) Monitoring risk position/exposure in overall (portfolio), or per type of risks, including monitoring of compliance with risk tolerance and risk limits defined by the Board of Directors;
   3) Conducting stress testing to know the impact of risk management policy and strategy implementation on the Bank's portfolio or performance in overall;

b. System and Procedure Directorate

3. Back Office
The final part of the Bank's operational process that finishes the transactions.

a. Credit Directorate, SAM Committee, and Remedial Directorate
b. Operation Directorate
   Conducting risk management for settlement.

Organisasi Manajemen Risiko
Risk Management Organization



Dasar Pembentukan Manajemen Risiko

Pembentukan Manajemen Risiko dibentuk berdasarkan Peraturan Otoritas Jasa Keuangan No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum.

Pedoman dan Tata Tertib Kerja Manajemen Risiko

Manajemen Risiko memiliki Pedoman dan Tata Tertib Kerja yang tertuang Pedoman Manajemen Risiko No. 00001.03.3 tentang Manajemen Risiko Umum.

Tugas dan Tanggung Jawab Manajemen Risiko

Manajemen Risiko Bank Artha Graha Internasional memiliki tugas dan tanggung jawab yang meliputi:

1. Menetapkan risiko terkait dengan produk dan transaksi perbankan;
2. Menetapkan penggunaan metode pengukuran dan sistem informasi manajemen risiko;
3. Menentukan limit dan penetapan toleransi risiko;
4. Menetapkan sistem pengendalian intern dalam penerapan manajemen risiko;
5. Menetapkan penilaian peringkat risiko;
6. Memberikan rekomendasi dalam penyusunan rencana darurat *(contingency plan).*

Basis of Risk Management Establishment

Risk Management is established based on Financial Services Authority Regulation No. 18/POJK.03/2016 on Implementation of Risk Management for Commercial Banks.

Guidelines and Work Conduct of Risk Management

The Risk Management has Guidelines and Work Conduct stipulated in the Risk Management Guidelines No. 00001.03.3 on General Risk Management.

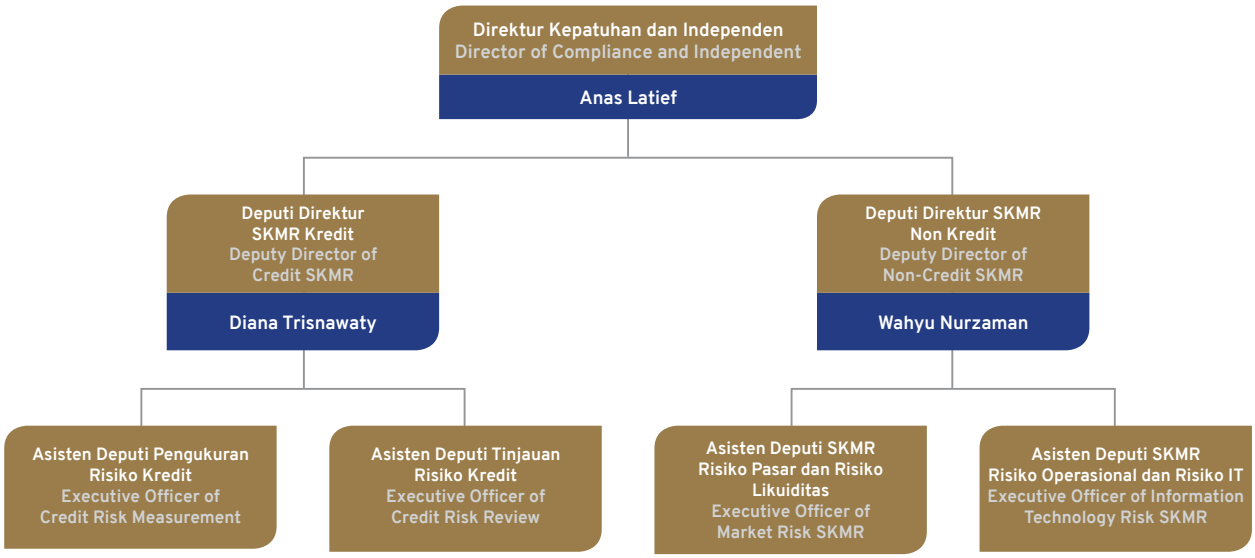
Duties and Responsibilities of Risk Management

Bank Artha Graha Internasional's Risk Management has duties and responsibilities that include:

1. Determining risks related to banking products and transactions;
2. Determining the use of measurement method and risk management information system;
3. Determining limits and setting risk tolerance;
4. Establishing an internal control system in the risk management implementation;
5. Establishing risk rating assessments;
6. Providing recommendations in preparing contingency plans.

Struktur dan Keanggotaan Manajemen Risiko

Structure and Composition of Risk Management



Komposisi dan Pengangkatan Personil Satuan Kerja Manajemen Risiko

Sampai dengan tahun 2019, komposisi personil Satuan Kerja Manajemen Risiko Bank Artha Graha Internasional terdiri dari 14 orang. Seluruh personil Satuan Kerja Manajemen Risiko diangkat dan diberhentikan berdasarkan keputusan Direksi Bank.

Composition and Appointment of Personnel of the Risk Management Work Unit

Until 2019, the composition of Bank Artha Graha Internasional's Risk Management Work Unit consisted of 14 members. All Risk Management Work Unit personnel are appointed and dismissed based on the Bank's Board of Directors decision.

Profil Satuan Kerja Manajemen Risiko

Diana Trisnawaty

Deputi Direktur SKMR Kredit

Beliau menjabat sebagai Deputi Direktur SKMR Kredit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/2010/VI/2018 tanggal 1 Juli 2018. Profil lengkap dapat dilihat di bagian Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Profile of Risk Management Work Unit

Diana Trisnawaty

Deputy Director of Credit SKMR

She has hold the position of Deputy Director of Credit SKMR since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/2010/VI/2018 dated 1 July 2018. Complete profile can be seen in the Executive Official Profile in the Company Profile chapter of this Annual Report.

Wahyu Nurzaman

Deputi Direktur SKMR Non Kredit

Beliau menjabat sebagai Deputi Direktur SKMR Non Kredit sejak tahun 2018 berdasarkan Surat Keputusan Direksi No. SK-MT/SDM/1921/VI/18 tanggal 1 Januari 2018. Profil lengkap dapat dilihat di bagian Profil Pejabat Eksekutif pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Sertifikasi Manajemen Risiko

Bank juga mengikutsertakan jajaran manajemen untuk berpartisipasi dalam program sertifikasi manajemen risiko (USMR) serta program pemeliharaan *(refreshment program)*. Informasi terkait sertifikasi manajemen risiko di tahun 2019 sebagai berikut.

Wahyu Nurzaman

Deputy Director of Non-Credit SKMR

He has hold the position of Deputy Director of Non-Credit SKMR since 2018 based on the Board of Directors' Decision Letter No. SK-MT/SDM/1921/VI/18 dated 1 January 2018. Complete profile can be seen in the Executive Official Profile in the Company Profile chapter of this Annual Report.

Risk Management Certification

The Bank also enrolls the management to take part in the risk management certification exams (USMR) program and refreshment program. Information related to risk management certification in 2019 is shown below.

Jabatan Position	Level Sertifikasi Certification Level	Jumlah Peserta Total Participants
Dewan Komisaris Board of Commissioners	5	4
Direksi Board of Directors	4	8
Deputi Direktur Deputy Director	3	3

Pelaksanaan Kegiatan Manajemen Risiko

Pada tahun 2019, manajemen risiko telah melaksanakan beberapa kegiatan yang menjadi tugas dan tanggung jawabnya, yaitu:

1. Melakukan tinjauan secara independen terhadap eksposur risiko, rencana produk atau aktivitas baru/lama yang dimodifikasi, draft kebijakan dan prosedur baru/perubahan, rencana perubahan proses bisnis, dan kerja sama dengan pihak ketiga terkait non kredit;
2. Memastikan terpenuhinya *risk tolerance*;
3. Menjalankan program kerja rutin dan non rutin.

Implementation of Risk Management Activity

In 2019, Risk Management conducted several activities which become its duties and responsibilities, which were:

1. Conducting independent reviews of risk exposures, new/existing product or activity plans that are modified, draft policies and new/amended procedures, plan to change business process, and cooperation with third parties related to non-credit matter;
2. Ensuring the fulfillment of risk tolerance;
3. Conducting routine and non-routine work programs.

Pengembangan Kompetensi Manajemen Risiko

Dalam rangka mendukung kinerja dan menambah wawasan pengelola manajemen risiko, Bank Artha Graha Internasional mengikutsertakan personil dalam berbagai pelatihan, *workshop* dan seminar. Pengembangan kompetensi yang telah diikuti selama tahun 2019, yaitu:

Competence Development of Risk Management

In order to support risk management manager's performance and insight, Bank Artha Graha Internasional enrolls the personnel in various trainings, workshops and seminar. The competence development participated in 2019 is as follows:

Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place
Pembekalan Sertifikasi Manajemen Risiko Level 1 (*Batch* 1) Briefing on Risk Management Certification Level 1 (Batch 1)	Jakarta, 25–29 Maret 2019 Jakarta, 25-29 March 2019
Refreshment Manajemen Risiko (*Batch* 1) Refreshment of Risk Management (Batch 1)	Jakarta, 29 Maret 2019 Jakarta, 29 March 2019
Pembekalan Sertifikasi Manajemen Risiko Level 2 (*Batch* 1) Briefing on Risk Management Certification Level 2 (Batch 1)	Jakarta, 11–12 April 2019 Jakarta, 11-12 April 2019

Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place
Pembekalan Sertifikasi Manajemen Risiko Level 4 (*Batch* 1) Briefing on Risk Management Certification Level 4 (Batch 1)	Jakarta, 24 April 2019 Jakarta, 24 April 2019
Refrehsment Risk Management and General Banking Program: Cyber Security Awareness in Industry 4.0 Refreshment of Risk Management and General Banking Program: Cyber Security Awareness in Industry 4.0	Jakarta, 21 Mei 2019 Jakarta, 21 May 2019
Pembekalan Sertifikasi Manajemen Risiko Level 4 (*Batch* 2) Briefing on Risk Management Certification Level 4 (Batch 1)	Jakarta, 10–12 Juli 2019 Jakarta, 10-12 July 2019
Refreshment Manajemen Risiko (*Batch* 2) Refreshment of Risk Management (Batch 2)	Jakarta, 13 Juli 2019 Jakarta, 13 July 2019
Pembekalan Sertifikasi Manajemen Risiko Level 2 (*Batch* 2) Briefing on Risk Management Certification Level 2 (Batch 2)	Jakarta, 18–19 Juli 2019 Jakarta, 18-19 July 2019
Pembekalan Sertifikasi Manajemen Risiko Level 3 (*Batch* 1) Briefing on Risk Management Certification Level 3 (Batch 1)	Jakarta, 29–30 Agustus 2019 Jakarta, 29-30 August 2018
Pembekalan Sertifikasi Manajemen Risiko Level 1 (*Batch* 2) Briefing on Risk Management Certification Level 1 (Batch 2)	Jakarta, 23–27 September 2019 Jakarta, 23-27 September 2019
Pembekalan Sertifikasi Manajemen Risiko Level 5 Briefing on Risk Management Certification Level 5	Jakarta, 25 September 2019 Jakarta, 25 September 2019
Pembekalan Sertifikasi Manajemen Risiko Level 1 (*Batch* 3) Briefing on Risk Management Certification Level 1 (Batch 3)	Jakarta, 30 September-4 Oktober 2019 Jakarta, 30 September - 4 October 2019
Refreshment: Tata Cara Membangun Investigator (Internal) dan Menguji Efektifitas Implementasi *Anti Fraud* Refreshment: Procedures for Developing Investigators (Internal) and Testing the Effectiveness of Anti-Fraud Implementation	Yogyakarta, 9–10 Oktober 2019 Yogyakarta, 9-10 October 2019
Refreshment Manajemen Risiko (*Batch* 3) Refreshment of Risk Management (Batch 3)	Jakarta, 25 Oktober 2019 Jakarta, 25 October 2019
Refreshment: Dampak Implementasi PSAk 71, 72, 73 Refreshment: Impact of Implementation of PSAK 71, 72, 73	Jakarta, 30–31 Oktober 2019 Jakarta, 30-31 October 2019
Pembekalan Sertifikasi Manajemen Risiko Level 2 (*Batch* 3) Briefing on Risk Management Certification Level 2 (Batch 3)	Jakarta, 14–15 November 2019 Jakarta, 14-15 November 2019
Pembekalan Sertifikasi Manajemen Risiko Level 3 (*Batch* 2) Briefing on Risk Management Certification Level 3 (Batch 2)	Jakarta, 28–29 November 2019 Jakarta, 28-29 November 2019
Pembekalan Sertifikasi Manajemen Risiko Level 2 (*Batch* 4) Briefing on Risk Management Certification Level 2 (Batch 4)	Jakarta, 5–6 Desember 2019 Jakarta, 5-6 December 2019
Pembekalan Sertifikasi Manajemen Risiko Level 2 (Program *Technical Leadership Development Program*/ TLDP) Briefing on Risk Management Certification Level 2 (Technical Leadership Development Program/TLDP)	Jakarta, 12–13 Desember 2019 Jakarta, 12-13 December 2019

Terkait hal ini, manajemen dan karyawan Bank Artha Graha Internasional turut serta dalam Ujian Sertifikasi Manajemen Risiko yang diselenggarakan oleh Lembaga Sertifikasi Profesi Perbankan (LSPP) yang diuraikan sebagai berikut.

Regarding this matter, the Management and employees of Bank Artha Graha Internasional take part in the Risk Management Certification Exams held by the Banking Profession Certification Institution (LSPP), which are described as follows.

Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Jumlah Peserta Total Participants
EO, SO, AO, Staff	Ujian Sertifikasi Manajemen Risiko Level 1 (Batch 1 Risk Management Certification Exam Level 1 (Batch 1)	Jakarta, 30 Maret 2019 Jakarta, 30 March 2019	25 peserta 25 participants
EO, SO, Staff	Ujian Sertifikasi Manajemen Risiko Level 2 (Batch 1) Risk Management Certification Exam Level 2 (Batch 1)	Jakarta, 13 April 2019 Jakarta, 13 April 2019	25 peserta 25 participants
DD	Ujian Sertifikasi Manajemen Risiko Level 4 (Batch 1) Risk Management Certification Exam Level 4 (Batch 1)	Jakarta, 4 Mei 2019 Jakarta, 4 May 2019	8 peserta 8 participants
DD, EO	Ujian Sertifikasi Manajemen Risiko Level 2 (Batch 2) Risk Management Certification Exam Level 2 (Batch 2)	Jakarta, 20 Juli 2019 Jakarta, 20 July 2019	26 peserta 26 participants
DD	Ujian Sertifikasi Manajemen Risiko Level 4 (Batch 2) Risk Management Certification Exam Level 4 (Batch 2)	Jakarta, 27 Juli 2019 Jakarta, 27 July 2019	3 peserta 3 participants
DD, EO	Ujian Sertifikasi Manajemen Risiko Level 3 (Batch 1) Risk Management Certification Exam Level 3 (Batch 1)	Jakarta, 31 Agustus 2019 Jakarta, 31 August 2019	19 peserta 19 participants
DD, EO, AO, Staff	Ujian Sertifikasi Manajemen Risiko Level 1 (Batch 2) Risk Management Certification Exam Level 1 (Batch 2)	Jakarta, 28 September 2019 Jakarta, 28 September 2019	25 peserta 25 participants
EO, SO, AO	Ujian Sertifikasi Manajemen Risiko Level 1 (Batch 3) Risk Management Certification Exam Level 1 (Batch 3)	Jakarta, 5 Oktober 2019 Jakarta, 5 October 2019	19 peserta 19 participants

Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Competence Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place	Jumlah Peserta Total Participants
EO, SO	Ujian Sertifikasi Manajemen Risiko Level 2 (Batch 3) Risk Management Certification Exam Level 2 (Batch 3)	Jakarta, 16 November 2019 Jakarta, 16 November 2019	22 peserta 22 participants
DD, EO	Ujian Sertifikasi Manajemen Risiko Level 3 (Batch 2) Risk Management Certification Exam Level 3 (Batch 2)	Jakarta, 30 November 2019 Jakarta, 30 November 2019	22 peserta 22 participants
EO, SO	Ujian Sertifikasi Manajemen Risiko Level 2 (Batch 4) Risk Management Certification Exam Level 2 (Batch 4)	Jakarta, 7 Desember 2019 Jakarta, 7 December 2019	21 peserta 21 participants
AO	Ujian Sertifikasi Manajemen Risiko Level 1 (Program TLDP) Risk Management Certification Exam Level 1 (TLDP Program)	Jakarta, 14 Desember 2019 Jakarta, 14 December 2019	2 peserta 2 participants
EO, AO	Ujian Sertifikasi Manajemen Risiko Level 2 (Program TLDP) Risk Management Certification Exam Level 2 (TLDP Program)	Jakarta, 14 Desember 2019 Jakarta, 14 December 2019	14 peserta 14 participants
AO	Ujian Sertifikasi Manajemen Risiko Level 2 (Program TLDP) Risk Management Certification Exam Level 2 (TLDP Program)	Jakarta, 21 Desember 2019 Jakarta, 21 December 2019	2 peserta 2 participants

Keterangan / Remarks:
DD : Deputi Direktur / Deputy Director
EO : Executive Officer / Executive Officer
SO : Senior Officer / Senior Officer
AO : Account Officer / Account Officer

Pengungkapan Eksposur Risiko dan Penerapan Manajemen Risiko
Disclosure of Risk Exposure and Risk Management Implementation

Risiko Kredit

Risiko kredit merupakan risiko yang timbul akibat kegagalan pihak lain dalam memenuhi kewajiban kepada Bank, seperti risiko akibat kegagalan debitur, risiko konsentrasi kredit, *counterparty credit risk*, dan *settlement risk*.

Pengungkapan Umum

1. Kebijakan pengelolaan risiko konsentrasi kredit.
   Kebijakan mengenai pengelolaan risiko kredit Bank telah diatur kebijakan pembatasan eksposur dalam Rencana Bisnis Bank yang ditetapkan setiap tahun per sektor ekonomi, jenis penggunaan, wilayah kerja, serta sektor-sektor yang menjadi perhatian dan perlu dihindari. Terkait hal tersebut, Sub Direktorat Manajemen Risiko Kredit melakukan perhitungan serta analisa risiko portofolio kredit berdasarkan BMPK, sektor ekonomi, letak usaha dan eksposur kredit *Non Performance Loan* (NPL), serta melaporkannya kepada manajemen secara periodik.

2. Mekanisme pengukuran dan pengendalian risiko kredit.
   Mekanisme pengukuran risiko kredit dilakukan melalui analisa profil risiko kredit yang dilakukan oleh Sub Direktorat Manajemen Risiko Kredit dan dilaporkan kepada

Credit Risk

Credit risk is a risk arising due to failure of other party to meet the obligation to the Bank, such as risk due to debtor's failure, credit concentration risk, counterparty credit risk, and settlement risk.

General Disclosure

1. Credit concentration risk management policy.
   The policy on the Bank's credit risk management has regulated the exposure limit policy in the Bank's Business Plan, which is set every year on each economic sector, type of use, work area, and sectors of concern and need to be avoided. Related to this matter, the Credit Risk Management Sub Directorate performs credit portfolio risk calculation and analysis based on Legal Lending Limit (LLL), economic sector, business location, and non-performance loan (NPL) credit exposure, and reports it to the Management periodically.

2. Credit risk measurement and control mechanism.
   Credit risk measurement mechanism is performed through profile analysis of credit risk, which is carried out by the Credit Risk Management Sub Directorate and reported

Otoritas Jasa Keuangan, Direksi dan Komite Manajemen Risiko secara periodik. Guna kecukupan modal risiko kredit, Bank menggunakan pendekatan standar *(standardized approach)*, sesuai dengan ketentuan Bank Indonesia. Sistem pemeringkatan *(rating system)* yang digunakan berupa *Credit Risk Rating* (CRR) yang menjadi salah satu alat bantu memutus kredit, baik kredit produktif maupun konsumtif.

3. Definisi tagihan yang telah jatuh tempo dan tagihan yang mengalami penurunan nilai (*impairment*).
   Tagihan yang jatuh tempo akan mengalami penurunan nilai/*impairment* jika bukti objektif dan *management's expert judgement* mengindikasikan bahwa Bank tidak akan memperoleh kembali aset keuangan yang diberikan sesuai jangka waktu yang ditetapkan dalam kontrak perjanjian.

Upaya Mitigasi

Upaya mitigasi yang dilakukan untuk risiko kredit telah diatur dalam Pedoman Kebijakan Perkreditan Bank dan Pedoman Kebijakan Manajemen Risiko Kredit Bank yang harus dijalankan oleh seluruh unit kerja yang terlibat dalam pengelolaan risiko kredit. Pelaksanaan kebijakan tersebut dilakukan dengan:

1. Menetapkan kembali *risk appetite*, *risk tolerance* dan *risk limit* di bidang perkreditan Bank;
2. Melakukan kajian risiko atas sektor ekonomi/industri yang akan dibiayai oleh Bank secara periodik;
3. Melakukan peninjauan ulang independen terhadap permohonan kredit dan pencairan kredit sesuai batasan dan kriteria yang ditetapkan oleh Direksi.

Risiko Pasar

Risiko pasar merupakan risiko yang timbul akibat posisi neraca dan rekening administratif, termasuk transaksi derivatif, mengalami perubahan akibat dari kondisi pasar, termasuk risiko perubahan harga *option*. Risiko ini dikelola oleh Sub Direktorat Manajemen Risiko Nonrisiko Kredit yang bertanggung jawab untuk melakukan identifikasi, kajian, analisa, penilaian, peninjauan, pemantauan dan pengendalian risiko pasar yang dihadapi Bank.

Selama tahun 2019, Bank telah melakukan kegiatan pengelolaan atas risiko suku bunga dan risiko nilai tukar, yang merupakan bagian dari risiko pasar, dengan melakukan langkah-langkah sebagai berikut.

1. Pengawasan aktif Direksi dan Dewan Komisaris, melalui:

   a. Responsif terhadap laporan profil risiko pasar terkait risiko suku bunga dan risiko nilai tukar, dan kecenderungannya serta pengaruh perkembangan kondisi makro ekonomi dan/atau pergerakan variabel pasar terhadap eksposur pada neraca dan rekening administratif yang disampaikan oleh Direktorat Non Risiko Kredit secara periodik; dan

to the Financial Services Authority, Board of Directors, and Risk Management Committee periodically. For capital adequacy of credit risk, the Bank uses a standardized approach, in accordance with Bank Indonesia regulation. The rating system used is Credit Risk Rating (CRR), which becomes one of the supporting tools in determining credit, both productive and consumptive credit.

3. Definition of past due receivables and impairment of receivables.
   Past due receivables will be impaired if objective evidence and management's expert judgment indicate that the Bank will not recover the financial assets disbursed in accordance with the time period specified in the contract agreement.

Mitigation Efforts

Mitigation efforts conducted for credit risk have been regulated in the Bank's Credit Policy Guidelines and Bank's Credit Risk Management Policy Guidelines that shall be performed by all work units involved in managing credit risk. These policies are implemented by:

1. Reestablishing risk appetite, risk tolerance, and risk limit in the Bank's credit field;
2. Conducting risk assessment on the economic/industrial sector to be funded by the Bank periodically;
3. Performing independent review of loans application and loans disbursement in accordance with the limit and criteria set by the Board of Directors.

Market Risk

Market Risk is a risk arising due to changes in the position of balance sheet and administrative accounts, including derivative transactions, changes due to market conditions, including the risk of changes in option price. This risk is managed by Non Credit Risk Management Sub Directorate that is responsible for performing identification, review, analysis, assessment, review, monitoring, and management of market risk faced by the Bank.

Throughout 2019, the Bank managed the interest rate risk and exchange rate risk, which are part of market risk, by taking the following steps.

1. Active monitoring of Board of Directors and Board of Commissioners, through:
   a. Being responsive towards market risk profile report related to interest rate and exchange rate risk, and its trend as well as the impact of the development of macro economic condition and/or market variable movement on exposure in the balance sheet and administrative accounts that are submitted by the Non Credit Risk Directorate periodically; and

b. Kebijakan pengambilan posisi konservatif dan penetapan limit risiko terhadap eksposur yang terekspos risiko suku bunga serta nilai tukar sesuai dengan kapasitas kemampuan Bank dan ketentuan yang berlaku dengan senantiasa mengutamakan prinsip kehati-hatian *(prudent banking).*

2. Pembakuan kebijakan dan prosedur, melalui:
   a. Menyusun, membakukan dan melaksanakan Pedoman Manajemen Risiko Pasar dan kebijakan/prosedur internal lainnya yang berkaitan dengan risiko suku bunga dan risiko nilai tukar; serta
   b. Melakukan peninjauan ulang dan penyempurnaan terhadap Pedoman Manajemen Risiko Pasar dan kebijakan/prosedur internal lainnya yang berkaitan dengan risiko suku bunga serta nilai tukar secara periodik sesuai perkembangan skala usaha Bank, peraturan regulator yang berlaku, dan praktik terbaik perbankan terkini.

3. Melaksanakan identifikasi, pengukuran, pemantauan, dan pengendalian risiko suku bunga dan risiko nilai tukar dengan mengikuti Pedoman Manajemen Risiko Pasar Bank dan ketentuan Otoritas Jasa Keuangan dan/atau Bank Indonesia, serta praktik terbaik terkini, termasuk pelaksanaan *stress testing* terhadap kemungkinan kondisi yang terburuk *(worst case scenario)* pada eksposur yang memiliki sensitivitas risiko suku bunga dan risiko nilai tukar. Pelaporan risiko suku bunga dan nilai tukar disampaikan kepada Direksi, Komite Manajemen Risiko, serta Komite Pemantau Risiko secara periodik;

4. Melaksanakan pemantauan transaksi yang terekspos risiko suku bunga dan nilai tukar sesuai limit serta kewenangan yang ditetapkan oleh Direksi; dan

5. Sub Direktorat Kontrol melakukan pemeriksaan transaksi secara harian, sedangkan SKAI melaksanakan audit secara periodik terhadap unit kerja yang melakukan transaksi yang terekspos risiko suku bunga dan nilai tukar.

Pengelolaan risiko nilai tukar dilakukan dengan berpedoman pada batas Posisi Devisa Neto sesuai peraturan Otoritas Jasa Keuangan, di mana Bank wajib mengelola dan memelihara PDN paling tinggi sebesar 20% dari modal Bank secara harian. Terkait hal ini, Sub Direktorat Manajemen Risiko non-risiko Kredit melakukan pemantauan terhadap posisi PDN secara periodik dan melaporkannya kepada Manajemen secara periodik sebagaimana diuraikan sebagai berikut.

1. Hasil pemantauan risiko secara periodik maupun perhitungan kecukupan modal, baik pada *banking book* maupun *trading book.*

b. Policy in taking conservative position and establishment of risk limits on exposures that are exposed to interest rate risk and exchange rate risk in accordance with the Bank's capacity and capability, and the prevailing regulations while always prioritizing the prudent banking principles.

2. Standardizing the policies and procedures, through:
   a. Preparation, standardization, and implementation of Market Risk Management Guidelines and other internal policy/procedure related to interest rate risk and exchange rate risk; and
   b. Periodically reviewing and improving the Market Risk Management Guidelines and other internal policy/procedures related to interest rate risk and exchange rate risk periodically in line with the development of the Bank's business scale, applicable regulatory provisions, and the latest banking best practices.

3. Performing identification, measurement, monitoring, and control of interest rate risk and exchange rate risk by following the Bank's Market Risk Management Guidelines and provisions of the Financial Services Authority and/or Bank Indonesia, as well as the latest banking best practices, including the implementation of stress testing to the worst case scenario on exposures that are sensitive to interest rate risk and exchange rate risk. Interest rate and exchange rate risk report is periodically submitted to the Board of Directors, Risk Management Committee, and Risk Monitoring Committee;

4. Monitoring transactions that are exposed to interest rate risk and exchange rate risk in accordance with limit and authority established by the Board of Directors; and

5. Control Sub Directorate conducts examination on daily transactions, while the Internal Audit Work Unit (SKAI) conducts periodic audit on work units that perform transactions that are exposed to interest rate and exchange rate risk.

The exchange rate risk management refers to the Net Open Position limit in accordance with the Financial Services Authority regulation, where the Bank must manage and maintain NOP not exceeding 20% of the Bank's capital in a daily manner. Related to this matter, the Non Credit Risk Management Sub Directorate monitors NOP position periodically and reports it to the Management periodically as described below.

1. Results of periodic risk monitoring and calculation of capital adequacy, both in banking book and trading book.

2. Hasil pengukuran profil risiko pasar setiap bulan untuk melihat posisi dan kecenderungan risiko pasar, terutama jika terjadi peningkatan risiko dan parameter-parameter yang mempengaruhi. Pemantauan risiko pasar dilakukan pula terhadap transaksi oleh Direktorat *Treasury* secara harian dan dilaporkan secara periodik kepada manajemen.

3. Langkah-langkah dan rencana dalam mengantisipasi risiko pasar atas transaksi mata uang asing dilakukan baik karena perubahan kurs maupun fluktuasi suku bunga, termasuk penjelasan mengenai semua penyediaan dana dan ikatan tanpa proteksi atau lindung nilai, serta utang yang suku bunganya berfluktuasi atau yang tidak ditentukan terlebih dahulu.

4. Pengungkapan informasi mengenai *Interest Rate Risk in Banking Book* (IRRBB), termasuk asumsi yang digunakan dalam pemantauan IRRBB seperti perilaku *non maturity* deposit dan informasi *prepayment* serta frekuensi pengukuran IRRBB sebagaimana diatur dalam ketentuan mengenai penerapan manajemen risiko bagi Bank Umum.

Upaya Mitigasi

Bank melakukan pengelolaan risiko suku bunga terhadap *trading book* dan *banking book.* Risiko suku bunga *trading book* dikelola dengan melakukan analisa dan pengendalian risiko serta penetapan limit untuk aktivitas *trading*, yang meliputi transaksi *money market, foreign exchange*, dan surat-surat berharga. Sedangkan, risiko suku bunga *banking book* dikelola dengan melakukan analisa *repricing gap* antara *risk sensitivite asset* dan *risk sensitive liabilities.*

Risiko Operasional

Risiko operasional merupakan risiko yang timbul akibat tidak cukupnya dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank, termasuk di dalamnya pengelolaan atas 4 risiko lainnya, yaitu risiko hukum, risiko reputasi, risiko strategis dan risiko kepatuhan. Risiko ini dikelola oleh Direktorat Non Risiko Kredit.

Upaya mitigasi

1. Melakukan pencatatan potensi kerugian oleh Direktorat Non Risiko Kredit pada satuan kerja operasional secara periodik melalui aplikasi *Tools Loss Event* dan *Potential Loss Event* yang telah diimplementasikan secara *online* di seluruh cabang.

2. Measurement results on market risk profile every month to see the position and trend of market risk, especially if there is an increased risk and influencing parameters. Market risk monitoring is also carried out on transactions performed by Treasury Directorate on daily basis and is reported to the Management periodically.

3. Measures and plans in anticipating market risk on foreign currency transactions are undertaken, either because of changes in foreign exchange or fluctuations in interest rate, including descriptions on all provisions of funds and agreement without protection or hedging, and debt with fluctuating interest rate or that are not determined in advance.

4. Disclosure of information on Interest Rate Risk in Banking Book (IRRBB), including assumption used in IRRBB monitoring, such as non-maturity deposit behavior and prepayment information as well as frequency of IRRBB measurement as stipulated in the provisions on risk management implementation for Commercial Banks.

Mitigation Efforts

The Bank conducts interest rate risk management for the trading book and banking book. The trading book interest rate risk is managed by conducting risk analysis and control, as well as setting limit for trading activities, which include transactions of money market, foreign exchange, and securities Meanwhile, banking book interest risk is managed by analyzing repricing gap between risk sensitive asset and risk sensitive liabilities.

Operational Risk

Operational risk is the risk due to inadequate and/or malfunction of internal process, human error, system failure, and/or external events affecting the Bank's operations, including the management of 4 other risks, which are legal risk, reputation risk, strategic risk, and compliance risk. These risks are managed by the Non Credit Risk Directorate.

Mitigation Efforts

1. Recording potential loss by the Non Credit Risk Directorate on operational work units periodically through Tools Loss Event and Potential Loss Event applications that have been implemented online in all branches.

Pengelolaan *database* kerugian menjadi salah satu data input dalam penilaian parameter profil risiko operasional yang dikelola untuk menghasilkan nilai parameter *Probability of Event* (PE) dan *Loss Givent Event* (LGE). Nilai ini digunakan dalam pengukuran risiko operasional dengan metodologi internal sesuai persyaratan tertentu yang telah ditentukan oleh regulasi.

2. Melaksanakan pemantauan terhadap perkembangan profil risiko operasional melalui identifikasi faktor-faktor penyebab kerugian operasional yang terjadi dan memberikan rekomendasi kepada satuan kerja operasional terkait dalam melakukan mitigasi kejadian risiko di masa mendatang.

Selain itu, Direktorat Non Risiko Kredit juga melakukan analisa, penilaian, tinjauan, dan pemantauan terhadap hal-hal berikut.

1. Pemantauan dan analisa terhadap kejadian-kejadian *fraud* yang terjadi di bank lain melalui berbagai media untuk dianalisa, dikaji, serta dibuatkan *summary* dan mitigasi risikonya ke seluruh cabang melalui Direktorat terkait, sehingga kejadian *fraud* di bank lain tersebut agar tidak terjadi pada Bank;

2. Analisa dan penilaian terhadap permohonan penyimpangan ketentuan operasi yang diajukan oleh cabang/Direktorat terkait sesuai batasan yang ditetapkan oleh Direksi;

3. Pemantauan terhadap risiko TI yang melekat pada aktivitas yang dilakukan oleh Direktorat Teknologi Informasi dan Digital Banking secara periodik;
4. Tinjauan risiko terhadap rencana produk/aktivitas baru terkait dengan penggunaan TI;
5. Analisa dan penilaian atas proses UAT untuk pengembangan produk atau aktivitas yang telah ada maupun rencana penerbitan produk atau aktivitas baru; serta
6. Penilaian terhadap IT *Risk Register* yang merupakan bagian dari Laporan Penerapan Manajemen Risiko TI yang disampaikan oleh Direktorat Teknologi Informasi ke Otoritas Jasa Keuangan setiap tahun.

Risiko Likuiditas

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank. Risiko likuiditas dikelola oleh Sub Direktorat Non Risiko Kredit yang berperan melakukan pengelolaan risiko likuiditas melalui proses identifikasi, pengukuran, kajian, analisa, pemantauan dan pengendalian risiko likuiditas yang dihadapi Bank.

Upaya Mitigasi

1. Melakukan pengukuran profil risiko likuiditas setiap bulan yang menggambarkan posisi dan kecenderungan risiko likuiditas Bank secara berkesinambungan, sehingga menjadi indikator peringatan dini, jika Bank mulai mengalami permasalahan likuiditas; serta

Database of loss management becomes one of the inputs in the assessment of operational risk profile parameters, which are managed to produce parameter values of Probability of Event (PE) and Loss Given Event (LGE). These values will be used in the measurement of operational risk by using internal methodology in accordance with certain requirements set by the regulators.

2. Conducting monitoring of the development of operational risk profile through identifying factors causing operational losses which occur and giving recommendation to the operational work unit in mitigating risks in the future.

In addition, the Non Credit Risk Directorate also conducts analysis, assessment, review, and monitoring the following matters.

1. Monitoring and analyzing fraudulent events occurring in other banks through various media to be analyzed, studied, and to write summary and its risk mitigation and distributing it to all branch offices through the related Directorates, so that the fraudulent events occurring in other banks will not happen in the Bank;
2. Performing analysis and assessment on request for deviation from operations provisions proposed by related branch/Directorate in accordance with the limits set by the Board of Directors;
3. Monitoring IT risk inherent on activities conducted by the Information Technology Directorate and Digital Banking periodically;
4. Performing risk review on new products/activities related to the use of IT;
5. Performing analysis and assessment on User Acceptance Test (UAT) process to develop the existing products or activities or plan for launching new product or activity; and
6. Assessing IT Risk Register, which is part of IT Risk Management Implementation Report submitted by the Information Technology Directorate to the Financial Services Authority every year.

Liquidity Risk

Liquidity risk is a risk due to the Bank's inability to meet its due liabilities from the funding cash flows and/or from high quality liquid assets that can be pledged, without disrupting the Bank's activity and financial condition. Liquidity risk is managed by Non Credit Risk Sub Directorate, which plays a role in managing liquidity risk through identification, measurement, review, analysis, monitoring, and control of liquidity risk faced by the Bank.

Mitigation Efforts

1. Performing liquidity risk profile measurement every month which continuously describes the position and trend of the Bank's liquidity condition, so that it becomes an early warning indicator if the Bank starts to face liquidity problem; and

2. Melakukan pemantauan terhadap hasil pengukuran dan pelaksanaan pemenuhan kebutuhan likuiditas harian Bank, baik *primary reserve* maupun *secondary reserve*. *Secondary reserve* dilakukan dengan lebih hati-hati sejalan dengan kondisi rasio intermediasi makroprudensial (RIM) dan *behavior* penarikan dana oleh nasabah, sehingga kondisi likuiditas secara keseluruhan dapat tetap terjaga.

Mekanisme pengukuran risiko likuiditas dilakukan menggunakan alat ukur, seperti proyeksi arus kas, profil maturitas, dan *stress testing*, termasuk pelaksanaan simulasi rencana pendanaan darurat *(contingency funding plan)* sesuai dengan ketentuan regulator dan/atau praktisi terbaik yang ada.

Pengendalian risiko likuiditas dilakukan melalui strategi pendanaan, pengelolaan posisi likuiditas, risiko likuiditas harian, pengelolaan aset likuid berkualitas tinggi dan *marketable*, serta simulasi rencana pendanaan darurat. Pengelolaan risiko likuiditas diselenggarakan melalui rapat *ALCO* yang dilakukan setiap bulan dan berkelanjutan.

Risiko Hukum

Risiko hukum merupakan risiko yang timbul akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Kelemahan aspek ini disebabkan adanya ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan, seperti tidak terpenuhi syarat sahnya kontrak dan pengikatan dokumen yang tidak sempurna.

Mekanisme Pengendalian Risiko Hukum

Pengelolaan risiko hukum dilakukan dengan memantau perkembangan kasus-kasus hukum yang terjadi dan mengambil *lesson learnt* dari kasus tersebut. Penanganan kasus hukum yang ditujukan kepada Bank senantiasa dilakukan perhitungan potensi kerugiannya, baik penyelesaian kasus secara musyawarah mufakat/damai ataupun melalui jalur pengadilan. Bank juga memberikan perhatian khusus atas kasus hukum yang berpotensi menimbulkan kerugian secara signifikan. Penilaian profil risiko hukum telah dilakukan sesuai peraturan Otoritas Jasa Keuangan yang berlaku dan telah disampaikan kepada Otoritas Jasa Keuangan secara tepat waktu, bersamaan dengan profil risiko lainnya.

Upaya Mitigasi

Pengelolaan risiko hukum dilakukan oleh Direktorat Hukum Bank Artha Graha Internasional dengan mitigasi sebagai berikut.

1. Melakukan analisa hukum atas produk dan/atau aktivitas baru, serta membuat standar dokumen hukum yang terkait dengan produk dan/atau aktivitas tersebut;
2. Memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga;
3. Melakukan pemeriksaan berkala atas perjanjian yang telah dibuat; serta

2. Performing monitoring on measurement result and fulfillment of the Bank's daily liquidity requirement, both primary reserve and secondary reserve. Secondary reserve is carried out more carefully in line with the macroprudential intermediation ratio (RIM) condition and fund withdrawal behavior of the customers, so that the overall liquidity condition can still be maintained.

Mechanism for liquidity risk measurement is performed by using measurement tools, such as cash flow projection, maturity profile, and stress testing, including implementation of contingency funding plan simulation in accordance with the regulatory provisions and/or the existing best practices.

Liquidity risk is controlled through strategies of funding, management of liquidity position, daily liquidity risk, management of high quality and marketable liquid assets, as well as emergency funding plan simulation. Liquidity risk management is performed through ALCO meetings held monthly and continuously.

Legal Risk

Legal Risk is a risk as a result of lawsuits and/or weakness of juridical aspect. This juridical aspect weakness is due to the absence of supporting laws and regulations, or weak agreement such as unfulfilled valid terms of contract, and incomplete document binding.

Legal Risk Control Mechanism

Legal risk management is conducted by monitoring the development of legal cases that occur and taking lesson learned from such cases. The handling of legal cases addressed to the Bank should always calculate the potential loss, either by settling the case based on deliberation for consensus or through court trial. The Bank also pays special attention to legal cases that have the potential to cause significant loss. Assessment of legal risk profile has been conducted in accordance with the applicable provisions of Financial Services Authority and submitted to the Financial Services Authority on a timely basis, along with other risk profiles.

Mitigation Efforts

Legal risk management is performed by Legal Directorate of Bank Artha Graha Internasional with following mitigations.

1. Conducting legal analysis on new products and/or activities and creating standard legal document related to such products and/or activities;
2. Checking any agreements that will be made between the Bank and third party;
3. Performing periodic examination on the agreements that have been made; and

4. Memantau risiko hukum yang ada di seluruh cabang dan unit kerja Bank.

Selain itu, Direktorat Hukum Bank juga memiliki fungsi litigasi yaitu menangani setiap permasalahan hukum yang terkait dengan litigasi agar risiko hukum yang mungkin timbul dapat diminimalkan.

Risiko Stratejik

Risiko stratejik merupakan risiko yang timbul akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan keputusan strategis, serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Ketidaktepatan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang.

Kebijakan untuk Dapat Mengidentifikasi dan Merespons Perubahan Lingkungan Bisnis Ekstern dan Intern

Penetapan sasaran dan strategi Bank dilakukan dengan melakukan analisis terhadap berbagai faktor internal eksternal. Analisis faktor-faktor Internal menggunakan SWOT dengan memetakan kekuatan (*strength),* kelemahan *(weakness),* peluang (*opportunity),* dan ancaman *(threats).* Sedangkan, analisis faktor eksternal dengan mempertimbangkan kondisi domestik dan global yang sedang berkembang dan kecenderungannya, baik dari faktor makro ekonomi, politik, dan faktor lainnya serta asumsi-asumsi yang ditetapkan oleh Bank.

Dengan demikian diharapkan Bank dapat selalu mengikuti perkembangan yang ada dan melakukan penyesuaian yang diperlukan jika terjadi perubahan lingkungan bisnis secara ekstern dan intern.

Mekanisme untuk Mengukur Kemajuan yang Dicapai dari Rencana Bisnis yang Ditetapkan

Bank melakukan pemantauan dan penilaian atas progres pencapaian Rencana Bisnis Bank (RBB) setiap bulan dan menetapkan pengukuran *Key Perfomance Indicator* (KPI) terkait pencapaian tersebut kepada seluruh unit kerja. Untuk target RBB yang belum tercapai, dianalisa penyebab atau hambatannya dan ditetapkan tindakan perbaikan yang diperlukan, sehingga diharapkan dapat dipenuhi pada periode berikutnya.

Upaya Mitigasi

Pengelolaan risiko stratejik dilakukan oleh Satuan Kerja Manajemen Risiko dengan mitigasi sebagai berikut.

1. Melakukan identifikasi dan kuantifikasi risiko strategis sejak awal penyusunan rencana bisnis bank dengan berpedoman pada visi, misi, strategi serta kemampuan perusahaan;

4. Monitoring the existing legal risks in all of the Bank's branch offices and work units.

In addition, the Bank's Legal Directorate also has the litigation function, which handles all legal issues related to litigation in order to minimize the legal risks that may arise.

Strategic Risk

Strategic Risk is a risk arising due to incorrectness in making and/or implementing a strategic decision, as well as failure in anticipating changes in the business environment. The Bank's incorrectness in formulating appropriate strategies may result in the failure of the Bank's business in the future.

Policy that can Identify and Respond to Changes in External and Internal Business Environment

The Bank's goals and strategies are set by analyzing various internal and external factors. Internal factors are analyzed by using SWOT, by mapping the strength, weakness, opportunity, and threat. Meanwhile, external factors are analyzed by considering the developing domestic and global conditions and their trends, either from macroeconomic, political, or other factors, as well as assumptions determined by the Bank.

Thus, the Bank is expected to be able to keep abreast of the existing developments and to make necessary adjustments in the event of changes in the business environment, externally and internally.

Mechanism to Measure Progress Achieved from the Defined Business Plan

The Bank monitors and evaluates the progress in achieving the Bank's Business Plan (RBB) every month and determines the measurement of Key Performance Indicators (KPI) related to these achievements for all work units. For RBB targets that have not yet been achieved, the causes or obstacles are analyzed and the necessary corrective actions are determined, so that they are expected to be fulfilled in the next period.

Mitigation Efforts

Strategic risk management is performed by the Risk Management Work Unit by performing the following mitigations.

1. Identifying and quantifying strategic risk from the beginning of the Bank's business plan preparation based on the Company's vision, mission, strategies, and capability;

2. Mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan Komite Manajemen Risiko, untuk selanjutnya disampaikan ke Direksi; serta
3. Melakukan pemantauan terkait perkembangan eksposur risiko stratejik dilakukan setiap bulan dan disampaikan kepada Direksi dan Komite Pemantau Risiko melalui Laporan Profil Risiko Bank.

Risiko Kepatuhan

Risiko kepatuhan merupakan risiko yang timbul akibat Bank tidak dapat mematuhi dan/atau tidak dapat melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku. Peraturan perundang-undangan dan ketentuan yang mengatur kewajiban Bank sebagai sebuah lembaga perbankan meliputi:

1. Risiko kredit terkait ketentuan kewajiban penyediaan modal minimum (KPMM);
2. Kualitas aktiva produktif;
3. Pembentukan cadangan kerugian penurunan nilai (CKPN);
4. Batas maksimum pemberian kredit (BMPK);
5. Penerapan tata kelola yang baik (GCG); dan
6. Risiko lain yang terkait dengan ketentuan tertentu.

Strategi Manajemen Risiko dan Efektivitas Penerapan Manajemen Risiko untuk Risiko Kepatuhan

Memastikan efektivitas penerapan manajemen risiko kepatuhan, antara lain yang berkaitan dengan:

1. Kebijakan
   a. Ketepatan penetapan limit risiko yang telah ditetapkan;
   b. Kebijakan manajemen risiko dengan arah dan strategi usaha Bank;
   c. Penerapan kepatuhan, pengaturan tanggung jawab dan akuntabilitas;
   d. Kebijakan mengecualikan suatu pengambilan keputusan yang menyimpang *(irregularities);* dan
   e. Penerapan kebijakan pengecekan kepatuhan melalui prosedur secara berkala.

2. Prosedur
   a. Ketepatan waktu mengkomunikasikan kebijakan kepada seluruh karyawan pada setiap jenjang organisasi;
   b. Kecukupan pengendalian terhadap pengembangan produk baru;
   c. Kecukupan laporan dan sistem data;
   d. Kecukupan pengawasan Dewan Komisaris dan Direksi Bank;
   e. Kecukupan pengendalian intern Bank, termasuk aspek pemisahan fungsi dan pengendalian berlapis *(dual control);*
   f. Sistem informasi manajemen yang tepat waktu dan tepat guna;
   g. Efektivitas dari pengendalian terhadap akurasi, kelengkapan, dan integritas data;

2. Managing strategic risk through the process of considerations and decision-making collectively and comprehensively within the Risk Management Committee, to be submitted to the Board of Directors; and
3. Monitoring the development of strategic risk exposure monthly and submitting it to the Board of Directors and Risk Monitoring Committee through the Bank's Risk Profile Report.

Compliance Risk

Compliance risk is a risk arising due to the Bank can not comply with and/or can not implement the applicable laws and regulations. The laws, regulations, and provisions governing the Bank's obligation as a banking institution include:

1. Credit risk related to the provisions of capital adequacy ratio (CAR);
2. Earning asset quality;
3. Establishing allowance for impairment losses (CKPN);
4. Legal lending limit (LLL);
5. Good Corporate Governance (GCG) implementation; and
6. Other risks related to certain provisions.

Risk Management Strategy and Effectiveness of Risk Management Implementation for Compliance Risk

Ensuring the effectiveness of compliance risk management implementation, among others those related to:

1. Policies
   a. Accuracy in setting predetermined risk limits;
   b. Risk management policies with the Bank's business direction and strategy;
   c. Implementation of compliance, responsibility and accountability arrangements;
   d. Policies exclude irregularities; and
   e. Implementation of compliance check policies through procedures periodically.

2. Procedures
   a. Timeliness in communicating policies to all employees at every level of the organization;
   b. Adequacy of control over new product development;
   c. Adequacy of reports and data systems;
   d. Adequacy of supervision of the Bank's Board of Commissioners and Board of Directors;
   e. Adequacy of the Bank's internal control, including aspects of separation of functions and layered control (dual control);
   f. Management information system that is timely and effective;
   g. Effectiveness of control over data accuracy, completeness, and integrity;

h. Kecukupan proses menginterpretasikan (penafsiran) perundang undangan dan ketentuan yang berlaku;
i. Komitmen Bank untuk memastikan bahwa sumber daya Bank telah tepat dialokasikan untuk kepentingan pelatihan karyawan dan peningkatan budaya kepatuhan;
j. Identifikasi dan tindakan korektif yang tepat waktu terhadap pengaruh pelanggaran dan ketidakpatuhan terhadap perundang undangan dan ketentuan yang berlaku;
k. Kecukupan mengintegrasikan aspek kepatuhan pada setiap tahap perencanaan Bank *(corporate planning).*

3. Sumber Daya Manusia
   a. Ketepatan program kompensasi dan pengelolaan kinerja karyawan dan pejabat Bank;
   b. Tingkat *turnover* karyawan dan pejabat Bank yang menduduki posisi yang strategis pada Bank *(high risk taking unit);*
   c. Kecukupan program pelatihan;
   d. Kecukupan kompetensi Dewan Komisaris dan Direksi Bank; dan
   e. Tingkat pemahaman dan kesesuaian arah strategi usaha dengan *risk tolerance.*

4. Sistem pengendalian
   a. Efektivitas dan independensi fungsi audit dan Divisi Manajemen Risiko;
   b. Akurasi, kelengkapan, dan integritas laporan serta sistem informasi manajemen;
   c. Keberadaan sistem pemantauan terhadap irregularities yang mampu mengidentifikasi dan mengukur peningkatan frekuensi dan jumlah eksposur risiko;
   d. Tingkat responsif Bank terhadap penyimpangan kebijakan dan prosedur intern Bank; dan
   e. Tingkat responsif Bank terhadap penyimpangan dalam sistem pengendalian intern Bank.

Mekanisme untuk Pemantauan dan Pengendalian Risiko Kepatuhan

1. Melakukan langkah-langkah yang diperlukan untuk menjaga eksposur kepatuhan sesuai limit toleransinya dan/atau apabila terjadi peningkatan eksposur risiko kepatuhan, antara lain:
   a. Pelaksanaan tinjauan independen oleh Direktorat Kepatuhan atas setiap permohonan kredit dalam kriteria dan batasan tertentu yang ditetapkan oleh Direksi untuk menilai unsur kepatuhannya terhadap perundang undangan dan peraturan regulator yang berlaku;
   b. Pelatihan internal secara intensif terhadap kepatuhan karyawan dan memastikan efektivitas pelatihan

h. Adequacy of the process of interpreting the applicable laws and regulations;
i. The Bank's commitment to ensure that the Bank's resources are appropriately allocated for the benefit of employee's training and enhancing compliance culture;
j. Timely identification and corrective action against the effects of violations and non-compliance with the applicable laws and regulations;
k. Adequacy of integration of compliance aspects at each stage of Bank's planning (corporate planning).

3. Human Resources
   a. Accuracy of the compensation program and performance management of employees and Bank officials;
   b. The Bank's turnover rate of employees and officials who occupy strategic positions in the Bank (high risk taking unit);
   c. Adequacy of training programs;
   d. Adequacy of competence of the Bank's Board of Commissioners and Board of Directors; and
   e. The level of understanding and conformity of the business strategy direction with risk tolerance.

4. Control system
   a. The effectiveness and independence of audit function and Risk Management Division;
   b. Accuracy, completeness, and integrity of reports and management information system;
   c. Existence of a monitoring system of irregularities that can identify and measure the increased frequency and number of risk exposures;
   d. The Bank's responsiveness to deviations from the Bank's internal policies and procedures; and
   e. The Bank's responsive level to irregularities in the Bank's internal control system.

Mechanism to Monitor and Control Compliance Risk

1. Taking necessary steps to maintain compliance exposures in accordance with the tolerance limits and/or in the event that there is an increase in compliance risk exposure, among others:
   a. Implementation of independent review by the Compliance Directorate for each loan application within certain criteria and limits set by the Board of Directors to assess the element of compliance with the applicable laws and regulations;
   b. Conducting intensive internal training of employee compliance and ensuring the effectiveness of such

tersebut dengan melakukan pengujian pelatihan dan pemantauan kinerjanya dalam pelaksanaan tugas reguler;
c. Pelaksanaan tinjauan dan kajian terhadap kebijakan, pedoman dan prosedur kerja untuk meyakinkan telah sesuai dengan perundang-undangan dan peraturan regulator yang berlaku; dan
d. Melakukan sosialisasi pemahaman risiko kepatuhan kepada seluruh jenjang organisasi Bank secara berkesinambungan.

2. Bank melakukan sosialisasi budaya kepatuhan secara terus menerus dan berkesinambungan ke seluruh karyawan dan jenjang organisasi dengan berpedoman kepada visi, misi, nilai-nilai perusahaan, program kerja, budaya kerja, dan Kode Etik perusahaan.

Upaya Mitigasi

Pengelolaan risiko kepatuhan dilakukan oleh Direktorat Kepatuhan dengan mitigasi sebagai berikut.

1. Melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan masukan kepada unit bisnis serta unit operasional dalam hal pengembangan produk dan/atau aktivitas baru;
2. Melakukan penilaian terhadap kebijakan pedoman dan prosedur internal yang dimiliki dalam rangka memastikan bahwa seluruh peraturan eksternal telah disediakan akomodasi sedemikian rupa dan dipatuhi dalam pelaksanaannya;
3. Melakukan pengawasan setiap bulan mengenai perkembangan eksposur risiko kepatuhan Bank dan hasilnya dilaporkan kepada Dewan Komisaris serta Direksi melalui Laporan Profil Risiko Bank; serta
4. Melakukan sosialisasi terkait peraturan yang berlaku kepada seluruh jajaran perusahaan melalui media *online*, sehingga setiap unit kerja dapat melaksanakan tugas dan tanggung jawab sesuai dengan peraturan perusahaan.

Risiko Reputasi

Risiko reputasi merupakan risiko yang timbul akibat adanya penurunan tingkat kepercayaan pemangku kepentingan yang berasal dari persepsi negatif terhadap Bank. Timbulnya persepsi negatif tersebut merupakan kegagalan Bank dalam menjaga reputasi baiknya di mata masyarakat. Apabila risiko ini terus berlanjut, maka dalam waktu singkat dapat terjadi penurunan atau hilangnya kepercayaan nasabah terhadap Bank yang pada akhirnya berdampak langsung pada kinerja, khususnya pada pendapatan usaha dan volume aktivitas Bank.

training by testing the training and monitoring the performance in carrying out regular tasks;
c. Conducting reviews and studies of policies, guidelines, and work procedures to ensure that they are in accordance with the prevailing laws and regulations; and
d. Continuously disseminating awareness of compliance risk to all levels of the Bank's organization.

2. The Bank disseminates compliance culture on an ongoing and continuous basis to all employees and all levels of the organization based on the vision, mission, corporate values, work programs, work culture, and the Company's Code of Conduct.

Mitigation Efforts

Compliance risk management is performed by the Compliance Directorate by performing the following mitigations.

1. Performing compliance risk identification and management from the beginning by providing input to business unit and operational unit in terms of development of new products and/or activities;
2. Performing assessment on internal guidance and procedures policy in order to ensure that all external regulations are accommodated in such a way and adhered to in the implementation;
3. Performing monthly monitoring on the development of the Bank's compliance risk exposures and reporting the results to the Board of Commissioners and Board of Directors through the Bank's Risk Profile Report; and
4. Performing dissemination related to the prevailing regulations to all levels of the Company through online media, so that each work unit can carry out the duties and responsibilities in accordance with the Company's regulations.

Reputation Risk

Reputation risk is a risk arising due to a decreasing level of stakeholders' trust caused by negative perception towards the Bank. The emergence of negative perceptions is a failure of the Bank in maintaining its good reputation in public's eyes. If this risk continues, then in a short-time there will be a decrease or loss of customer confidence in the Bank that will directly affect its performance, particularly the Bank's business revenue and activity volume.

Kebijakan dan Mekanisme Risiko Reputasi

Penerapan manajemen risiko untuk risiko reputasi Bank mencakup:

1. Pengawasan aktif Direksi dan Dewan Komisaris;
2. Kecukupan kebijakan dan prosedur manajemen risiko serta penetapan limit risiko reputasi;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko reputasi serta sistem informasi manajemen risiko reputasi; dan
4. Sistem pengendalian intern yang menyeluruh.

Kebijakan Bank dalam melaksanakan manajemen risiko reputasi

1. Bank mempunyai kebijakan dan prosedur tertulis yang memenuhi prinsip-prinsip transparansi dalam rangka meningkatkan kualitas pelayanan kepada nasabah dan pemangku kepentingan lainnya untuk mengendalikan Risiko Reputasi, dimana. kebijakan tersebut telah sejalan dengan ketentuan dan/atau peraturan perundang-undangan yang mengatur mengenai perlindungan nasabah;
2. Bank memiliki dan melaksanakan kebijakan komunikasi yang tepat dalam rangka menghadapi berita atau publikasi yang bersifat negatif atau mencegah informasi yang cenderung kontraproduktif, antara lain dengan cara menerapkan strategi penggunaan media yang efektif untuk menghadapi berita negatif; dan
3. Bank mempunyai protokol khusus untuk pengelolaan reputasi pada saat krisis, sehingga dapat dengan cepat mengantisipasi peningkatan Risiko reputasi pada saat krisis.

Mekanisme Manajemen Risiko Reputasi Bank

1. Identifikasi risiko reputasi;
2. Penilaian/pengukuran risiko reputasi;
3. Pemantauan risiko reputasi;
4. Pengendalian risiko reputasi, antisipasi dan mitigasi risiko reputasi.

Penerapan manajemen risiko reputasi dituangkan dalam ketentuan inernal Bank dalam Pedoman Manajemen Risiko tentang Manajemen Risiko Umum dan Manajemen Risiko Reputasi.

Upaya Mitigasi

Pengelolaan risiko reputasi dilakukan oleh Sekretaris Perusahaan dengan mitigasi sebagai berikut.

1. Melakukan pengawasan terhadap pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media;

Policy and Mechanism of Reputation Risk

Risk management implementation for the Bank's reputation risk includes:

1. Active monitoring of the Board and Directors and Board of Commissioners;
2. Adequacy of risk management policies and procedures and reputation risk limit setting;
3. Adequacy of process of reputation risk identification, measurement, monitoring, and control, as well as reputation risk management information system; and
4. Comprehensive internal control system.

Bank's Policies in Implementing Reputation Risk Management

1. The Bank has written policies and procedures that meet the principles of transparency in the framework of improving the quality of service to customers and other stakeholders to control Reputation Risk, where these policies are already in line with the provisions and/or laws and regulations governing customer protection;
2. The Bank has and implements appropriate communication policy in the context of dealing with negative news or publications or prevents information that tends to be counterproductive, among others by way of implementing strategies of effective media use to deal with negative news; and
3. The Bank has a special protocol for managing reputation in times of crisis, so that it can quickly anticipate an increase in Reputation Risk in times of crisis.

Mechanism of the Bank's Reputation Risk Management

1. Reputation risk identification;
2. Reputation risk assessment/measurement;
3. Reputation risk monitoring;
4. Reputation risk control, anticipation, and mitigation of reputation risk.

The reputation risk management implementation is outlined in the Bank's internal provisions in the Risk Management Guidelines on General Risk Management and Reputation Risk Management.

Mitigation Efforts

Reputation risk management is performed by Corporate Secretary by performing the following mitigations.

1. Monitoring media coverage to oversee negative publicity or customer complaints occurring in the media;

2. Membuat klarifikasi dan tanggapan sesuai dengan langkah terbaik yang ditempuh perusahaan apabila terdapat pemberitaan negatif dan keluhan nasabah yang muncul di media;
3. Melakukan analisis risiko reputasi yang mungkin timbul, serta strategi untuk mengantisipasi risiko saat meluncurkan produk/layanan/program baru Bank; dan
4. Menyiapkan panduan untuk *frontliner* dan *spokes person* agar dapat menjelaskan informasi secara benar dan proporsional kepada nasabah terkait informasi material atau yang penting untuk diketahui oleh nasabah.

Selama 2019, kecukupan modal yang dimiliki Bank telah dapat mendukung jalannya bisnis dan telah sesuai dengan Rencana Bisnis Bank. Kecukupan modal Bank juga senantiasa berada di atas ketentuan minimum Otoritas Jasa Keuangan, di mana Bank termasuk dalam klasifikasi Bank Umum dengan Kegiatan Usaha kategori 2 (BUKU 2) sampai dengan akhir tahun 2019. Bank akan terus meningkatkan modal inti secara bertahap menjadi BUKU 3 sesuai dengan peraturan Otoritas Jasa Keuangan yang berlaku.

2. Producing clarification and responses in accordance with the best steps taken by the Company if there is any negative news or customer complaint occurring in the media;
3. Performing reputation risk analysis that may arise and strategy to anticipate the risk while launching the Bank's new products/services/programs; and
4. Preparing guidelines for frontliner and spokes person in order for them to be able to explain the information correctly and proportionally to customers regarding material or important information that customers should know.

Throughout 2019, the Bank's capital adequacy could support its business course and was in line with the Bank's Business Plan. The Bank's capital adequacy was always above the minimum requirement set by the Financial Services Authority, in which the Bank was classified as Commercial Bank with Business Activity Category 2 (BUKU 2) until the end of 2019. The Bank will continue to increase its tier 1 capital gradually into BUKU 3 in accordance with the applicable Financial Services Authority regulations.

Tinjauan Atas Efektivitas Sistem Manajemen Risiko Perusahaan
Overview of the Effectiveness of the Company's Risk Management System

Penerapan sistem manajemen risiko dilakukan untuk menganalisis risiko atau kemungkinan adanya risiko yang akan dihadapi dalam jangka pendek atau jangka panjang. Dalam melaksanakan penerapan manajemen risiko, Bank secara berkala melakukan kaji ulang melalui evaluasi kepada unit kerja. Evaluasi dijalankan dengan tujuan agar Bank mampu mengidentifikasi setiap risiko yang berpotensi muncul dan berdampak signifikan. Proses evaluasi dilakukan dengan menggunakan pendekatan berbasis risiko.

Implementation of risk management system is performed to analyze the risk or possibility of risk that will be faced in the short- or long-term. In implementing the risk management, the Bank periodically reviews by evaluating the work units. The evaluation is conducted with the aim of enabling the Bank to identify any potential risks that arise and have a significant impact. The evaluation process is carried out by using risk-based approach.

Tabel 1.a. Pengungkapan Kuantitatif Struktur Permodalan Bank Umum
Table 1.a Quantitative Disclosure of Capital Structure Commercial Banks

(dalam jutaan Rupiah / in million Rupiah)

Komponen Modal Capital Component			31 Desember 2019 December 31, 2019		31 Desember 2018 December 31, 2018	
			Bank	Konsolidasi Consolidated	Bank	Konsolidasi Consolidated
(1)		(2)	(3)	(4)	(5)	(6)
I		KOMPONEN MODAL/ CAPITAL COMPONENTS				
	A	Modal Inti/Core Capital	3.431.680	3.431.680	3.874.822	3.874.822
		1 Modal Disetor/ Paid Up Capital	1.751.482	1.751.482	1.751.482	1.751.482
		2 Cadangan Tambahan Modal/ Additional Capital Reserves	1.791.852	1.791.852	2.226.189	2.226.189
		3 Model Inovatif/ Innovative Capital				
		4 Faktor Pengurang Modal Inti/ Factors Reducing Core Capital	(111.654)	(111.654)	(102.848)	(102.848)
		5 Kepentingan Non Pengendali/ Minority Interests				
	B	Modal Pelengkap *)/ Supplementary Capital*)	116.869	116.869	215.600	215.600
		1 Level Atas (Upper Tier 2)/ Upper Tier 2				
		2 Level Bawah (Lower Tier 2) Maksimum 50% Modal Inti/ Lower Tier 2 maximum 50% of the Core Capital				
		3 Faktor Pengurang Modal Pelengkap/ Factors Reducing Supplementary Capital				
	C	Faktor Pengurang Modal Inti dan Modal Pelengkap/ Factors Reducing Core Capital and Supplementary Capital				
		Eksposur Sekuritisasi/ Securitization Exposure				
	D	Modal Pelengkap Tambahan yang Memenuhi Persyaratan (Tier 3) **)/ Additional Supplementary Capital that Satisfies Requirements (Tier 3) **)				
	E	Modal Pelengkap Tambahan yang Dialokasikan Untuk Mengantisipasi Risiko Pasar/ Additional Supplementary Capital Allocated to Anticipate Market Risks				
II		TOTAL MODAL INTI DAN MODAL PELENGKAP (A + B - C)/ TOTAL CORE CAPITAL AND SUPPLEMENTARY CAPITAL (A + B - C)	3.548.549	3.548.549	4.090.422	4.090.422
III		TOTAL MODAL INTI, MODAL PELENGKAP, DAN MODAL PELENGKAP TAMBAHAN YANG DIALOKASIKAN UNTUK MENGANTISIPASI RISIKO PASAR (A + B - C + E)/ TOTAL CORE CAPITAL, SUPPLEMENTARY CAPITAL ANDADDITIONAL SUPPLEMENTARY CAPITAL ALLOCATED TO ANTICIPATE MARKET RISKS (A + B - C + E)	3.548.549	3.548.549	4.090.422	4.090.422
IV		ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO KREDIT/ RISK WEIGHTED ASSETS (RWA) FOR CREDIT RISKS	16.769.295	16.769.295	18.312.318	18.312.318
V		ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO OPERASIONAL/ RISK WEIGHTED ASSETS (RWA)FOR OPERATIONAL RISKS	2.239.711	2.239.711	2.197.552	2.197.552
VI		ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO PASAR/ RISK WEIGHTED ASSETS (RWA)FOR MARKET RISKS	119.213	119.213	146.372	146.372
	A	Metode Standar/ Standardized Approach	119.213	119.213	146.372	146.372
	B	Metode Internal/ Internal Model				
VII		RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM UNTUK RISIKO KREDIT, RISIKO OPERASIONAL DAN RISIKO PASAR [III : (IV + V + VI)]/ RATIO OF MINIMUM CAPITAL ALLOCATIONS FOR CREDIT RISKS, OPERATIONAL RISKS AND MARKET RISKS [VII: (IV + V+VI)]	18,55%	18,55%	19,80%	19,80%

*) Modal Pelengkap posisi Desember 2015 mengacu pada PBI nomor 15/12/PBI/2013 tanggal 12 Desember 2013 tentang KPMM Bank Umum / Supplementary Capital position December 2015 refers to PBI No. 15/12 / PBI / 2013 dated December 12, 2013 regarding KPMM Commercial Bank

**) Modal Pelengkap Tambahan yang Memenuhi Persyaratan (Tier 3) posisi Desember 2015 mengacu pada PBI nomor 15/12/PBI/2013 tanggal 12 Desember 2013 tentang KPMM Bank Umum / Additional Supplementary Capital that Satisfies Requirements (Tier 3) **) position December 2015 refers to PBI No. 15/12 / PBI / 2013 dated December 12, 2013 regarding KPMM of Commercial Banks

Tabel 2.1.a. Pengungkapan Tagihan Bersih Berdasarkan Cabang - Bank secara Individual
Table 2.1.a Disclosure of Net Claims per Branch - Bank Individually

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch					
		Ambon Diponegoro	Artha Gading	Balikpapan	Bandung Asia Afrika	Banjarmasin	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks						
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	2.234	75.029	62.747	82.077	73.259	
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans		1.198		1.425		
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	48.929	15.794	1.553	32.660	8.916	
9	Tagihan Kepada Korporasi Claims against Corporations	11.773	57.983	2.187	8.303	9.185	
10	Tagihan yang Telah Jatuh Tempo Mature Claims	23	230	8	17	7.708	
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)						
	Total	62.959	150.234	66.494	124.481	99.068	

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019				
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch				
		Kartini Cirebon	Kendari	Kupang	Lampung	Makassar A Yani
		(16)	(17)	(18)	(19)	(20)
1	Tagihan Kepada Pemerintah Claims against Government					
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities					
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions					
4	Tagihan Kepada Bank Claims against Banks					
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	8.691	28.203	10.524	29.963	148.654
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans	99	5.453	26.069		18.878
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners					
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	30.817	3.076	25.569	8.308	22.040
9	Tagihan Kepada Korporasi Claims against Corporations	3.781	4.074	7.154	20.834	7.803
10	Tagihan yang Telah Jatuh Tempo Mature Claims	218	2.081	7.679	6.808	335
11	Aset Lainnya Other Assets					
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)					
	Total	43.606	42.887	76.995	65.912	197.710

(dalam jutaan Rupiah / in million Rupiah)

31 Desember 2019 31 December 2019								
	Batam	Bitung	Bogor	Cikarang	Denpasar	Garut	Jambi	Karet
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
	85.377	23.721	228.865	169.276	43.288	4.685	106.425	43.373
	20.137	313			7.015			3.818
	2.513	4.513	8.136	12.895	22.526	3.682	6.538	60.276
	24.266		26.866	70.134	14.053	4.194		154.605
	301	4.278	7.929	1.478	14.607	1.410	328	15.972
	132.594	32.825	271.797	253.782	101.489	13.971	113.291	278.044

(dalam jutaan Rupiah / in million Rupiah)

31 Desember 2019 31 December 2019								
	Matraman	Medan Pemuda	Melawai	P. Jayakarta	Palembang	Pangkal Pinang	Pekanbaru	Pontianak
	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
	232.608	57.163	145.915	47.611	135.142	55.947	173.003	95.000
	1.167	401	2.356		373		908	
	6.732	15.059	16.937	16.668	13.272	411	7.517	2.964
	55.603	54.200	69.407	83.862	8.375	2.156	20.750	11.416
	6.638	2.114	43.431	2.075	4.006	440	2.293	7.565
	302.748	128.937	278.045	150.216	161.166	58.954	204.472	116.945

Tabel 2.1.a. Pengungkapan Tagihan Bersih Berdasarkan Cabang - Bank secara Individual
Table 2.1.a Disclosure of Net Claims per Branch - Bank Individually

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch					
		Samarinda	Samrat Manado	Semarang Pandanaran	Solo	Sudirman JKT	
		(29)	(30)	(31)	(32)	(33)	
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks						
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	1.660	237.299	28.492	19.129	210.953	
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans				1.260		
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	7.557	34.713	24.639	3.151	160.933	
9	Tagihan Kepada Korporasi Claims against Corporations	97.556	14.377	10.107		8.515.030	
10	Tagihan yang Telah Jatuh Tempo Mature Claims	786	7.573	365	403	390.103	
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)						
	Total	107.558	293.962	63.603	23.944	9.277.019	

(dalam jutaan Rupiah / in million Rupiah)

31 Desember 2019 31 December 2019							
	Suryopranoto	Ternate	Total				
	(34)	(35)	(42)				
	118.737	69	2.785.119				
			90.870				
	9.866	28.958	668.118				
	46.019	5.127	9.421.179				
	1.800	68	541.066				
	176.422	34.222	13.506.353				

Tabel 2.1.a. Pengungkapan Tagihan Bersih Berdasarkan Cabang - Bank secara Individual
Table 2.1.a Disclosure of Net Claims per Branch - Bank Individually

No	Kategori Portofolio Portfolio Category	31 Desember 2018 31 December 2018					
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch					
		Ambon Dipone-goro	Artha Gading	Balikpapan	Bandung Asia Afrika	Banjarmasin	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks	2,466,157,777	64,081,850,892	32,632,701,480	92,280,825,557	42,440,090,557	
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans		2,333,301,198				
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans						
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners	69,590,560,706	68,399,413,072	4,295,712,385	61,498,790,634	9,849,831,519	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	15,218,536,067	147,746,092,506	3,990,211,466	326,910,767,773	10,653,081,070	
9	Tagihan Kepada Korporasi Claims against Corporations		120,040,165		291,449,698	8,774,001,879	
10	Tagihan yang Telah Jatuh Tempo Mature Claims						
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)	87,275,254,550	282,680,697,833	40,918,625,331	480,981,833,662	71,717,005,025	
	Total	79,115,195,417	133,681,405,933	38,068,303,424	505,765,262,303	48,202,962,326	

No	Kategori Portofolio Portfolio Category	31 Desember 2018 31 December 2018				
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch				
		Karet	Kartini Cirebon	Kendari	Kupang	Kwitang
		(16)	(17)	(18)	(19)	(20)
1	Tagihan Kepada Pemerintah Claims against Government					
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities					
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions					
4	Tagihan Kepada Bank Claims against Banks					
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	10,517,412,021	14,275,223,898	16,901,519,173	11,620,599,525	94,249,672,407
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans		4,885,426,351	21,574,373,355		19,910,082,406
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners					
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	48,481,838,435	5,184,723,558	45,143,776,684	12,100,585,753	30,147,698,090
9	Tagihan Kepada Korporasi Claims against Corporations	3,585,568,534	4,620,230,354	18,156,612,483	26,493,688,361	28,637,263,466
10	Tagihan yang Telah Jatuh Tempo Mature Claims	414,564,546	2,529,399,871			
11	Aset Lainnya Other Assets					
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)					
	Total	62,999,383,536	31,495,004,032	101,776,281,695	50,214,873,639	172,944,716,369

(dalam jutaan Rupiah / in million Rupiah)

31 Desember 2018 31 December 2018								
	Batam	Bitung	Bogor	Boulevard	Denpasar	Garut	Jambi	Jatinegara
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
	56,085,775,977	14,552,349,369	295,767,880,909	145,314,094,872	53,342,426,137	5,660,696,982	103,340,790,460	29,772,810,880
	20,148,227,367	157,948,379	1,164,984,655		11,359,478,499	298,950,883		3,706,249,999
	3,431,124,547	8,272,110,513	15,489,896,454	24,120,347,601	54,350,974,978	6,313,418,902	16,243,805,165	108,777,145,650
	103,645,337,758	4,579,686,493	227,646,688,003	145,782,255,111	34,339,695,759	6,925,527,469	9,976,124,640	428,996,142,791
			7,684,086,451	1,229,814,208	9,464,451,200	981,272,432	158,618,373	13,971,592,413
	183,310,465,649	27,562,094,754	547,753,536,472	316,446,511,792	162,857,026,573	20,179,866,668	129,719,338,638	585,223,941,733
	211,136,338,132	33,604,253,696	196,958,832,390	52,770,689,803	252,113,768,268	25,217,781,240	151,825,514,962	742,189,049,154

(dalam jutaan Rupiah / in million Rupiah)

31 Desember 2018 31 December 2018								
	Lampung	Makassar A Yani	Mangga Dua Plaza	Matraman	Medan Pemuda	Melawai	P. Jayakarta	Palembang
	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
	155,146,044,465	46,494,455,970	142,997,576,730	90,173,417,101	87,390,496,510	61,438,361,563	154,821,616,533	64,818,658,822
		1,888,366,736	2,947,446,518		411,032,938		3,252,959,695	
	30,727,334,684	19,162,347,557	51,261,908,675	39,043,941,740	29,237,147,468	1,128,300,132	22,665,060,085	4,605,779,542
	82,024,540,109	257,025,327,098	883,444,032,374	913,461,262,280	49,930,696,172	3,209,205,419	70,520,757,586	21,438,760,455
	265,833,205,987	8,880,044,545	20,039,228,764	4,253,673,699	4,964,940,621			5,167,577,171
	533,731,125,245	333,450,541,906	1,100,690,193,061	1,046,932,294,820	171,934,313,709	65,775,867,114	251,260,393,899	96,030,775,990

Tabel 2.1.a. Pengungkapan Tagihan Bersih Berdasarkan Cabang - Bank secara Individual
Table 2.1.a Disclosure of Net Claims per Branch - Bank Individually

No	Kategori Portofolio Portfolio Category	31 Des cember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims per Branch					
		Samarinda	Samrat Manado	Semarang Pandanaran	Solo	Sudirman JKT	
		(29)	(30)	(31)	(32)	(33)	
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks						
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	3,094,139,366	187,000,374,814	29,017,370,404	8,427,988,657	241,599,940,030	
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans						
7	Kredit Pegawai/Pensiunan Loans to Employees/Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	13,386,666,452	61,115,011,665	67,459,669,500	5,629,240,302	85,891,814,182	
9	Tagihan Kepada Korporasi Claims against Corporations	115,820,360,055	54,447,365,847	14,509,743,772	2,453,162,123	5,953,453,132,153	
10	Tagihan yang Telah Jatuh Tempo Mature Claims			206,205,350	825,000,000	613,439,025,336	
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)						
	Total	132,301,165,873	302,562,752,326	111,192,989,026	17,335,391,082	6,894,383,911,701	

(dalam jutaan Rupiah /in million Rupiah)

	31 Desember 2019 31 december 2019							
	Suryopranoto	Ternate	Watampone	Total				
	(34)	(35)	(36)	(37)				
	110,715,585,123	817,896,083	523,699,511	2,469,780,500,555				
	79,692,465			94,118,521,444				
	23,331,774,791	46,603,047,465	9,455,560,241	1,102,396,359,127				
	561,694,134,820	4,890,570,697	184,656,196	10,536,411,217,260				
	35,617,885,181			1,004,846,077,890				
	731,439,072,380	52,311,514,245	10,163,915,948	15,207,552,676,276				

Tabel 2.2.a. Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank secara Individual
Tabel 2.2.a. Disclosure of Net Claims per Remaining Contract Term - Bank Individually

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December, 2019						
		Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Claims Based on Remaining Term of Contract						
		≤ 1 tahun ≤ 1 year	> 1 tahun s.d. 3 tahun > 1 to 3 year	> 3 tahun s.d. 5 tahun > 3 to 5 year	> 5 tahun > 5 year	Non-Kontraktual Non-Contratual	Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
1	Tagihan Kepada Pemerintah Claims against Government							
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities							
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions							
4	Tagihan Kepada Bank Claims against Banks							
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	5.462	76.915	173.986	2.528.756		2.785.119	
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans	30.859	2.023	30.939	27.049		90.870	
7	Kredit Pegawai/ Pensiunan Loans to Employees/ Pensioners							
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Claims against MSMEs and Retail Portfolio	300.133	255.491	40.375	72.118		668.118	
9	Tagihan Kepada Korporasi Claims against Corporations	3.990.607	1.000.434	1.092.944	3.337.194		9.421.179	
10	Tagihan yang Telah Jatuh Tempo Mature Claims	535.168	2.222		3.676		541.066	
11	Aset Lainnya Other Assets							
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)							
	Total	**4.862.230**	**1.337.086**	**1.338.244**	**5.968.793**		**13.506.353**	

(dalam jutaan Rupiah / in million Rupiah)

	31 Desember 2018 31 December , 2018					
xxx	Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Claims Based on Remaining Term of Contract					
	≤ 1 tahun ≤ 1 year	> 1 tahun s.d. 3 tahun > 1 to 3 year	> 3 tahun s.d. 5 tahun > 3 to 5 year	> 5 tahun > 5 year	Non-Kontraktual Non-Contratual	Total
	(9)	(10)	(11)	(12)	(13)	(14)
	82,765,005,640	71,538,624,136	183,797,711,323	2,131,679,159,456		2,469,780,500,555
	34,199,524,824	5,222,664,499	7,336,054,322	47,360,277,799		94,118,521,444
	178,986,946,479	739,438,347,068	89,679,401,250	94,291,664,330		1,102,396,359,127
	5,103,544,933,330	1,246,814,458,305	1,056,053,335,878	3,129,998,489,747		10,536,411,217,260
	1,000,544,122,286	1,974,614,767		2,327,340,837		1,004,846,077,890
					1,551,262,107,937	1,551,262,107,937
	6,400,040,532,559	**2,064,988,708,775**	**1,336,866,502,773**	**5,405,656,932,169**	**1,551,262,107,937**	**16,758,814,784,213**

Tabel 2.3.a. Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi - Bank secara Individual
Table 2.3.a Disclosure of Net Claims by Economic Sector - Bank Individually

No	Sektor Ekonomi Economic Sector	Tagihan Kepada Pemerintah Claims against Government	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Claims against Banks	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
	31 Desember 2019 31 December 2019						
1	Pertanian, Perburuan, dan Kehutanan Agriculture, menial labor, and forestry					8	
2	Perikanan Fisheries					-	
3	Pertambangan dan Penggalian Mining and extractive industries					-	
4	Industri Pengolahan Processing industry					-	
5	Listrik, Gas, dan Air Power, gas and water					-	
6	Konstruksi Construction					-	
7	Perdagangan Besar dan Eceran Wholesale and retail trade					-	
8	Penyediaan Akomodasi dan Penyediaan Makan Minum Hospitality					-	
9	Transportasi, Pergudangan, dan Komunikasi Transportation, warehousing and communications					-	
10	Perantara Keuangan Financial intermediaries					-	
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan Real estate, leasing and corporate services					-	
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib Government administration, defense and mandatorysocial security					-	
13	Jasa Pendidikan Education					-	
14	Jasa Kesehatan dan Kegiatan Sosial Health and social activities					-	
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya Social, cultural, entertainment and other personalservices					-	
16	Jasa Perorangan yang Melayani Rumah Tangga Personal household services					-	
17	Badan Internasional dan Badan Ekstra Internasional Lainnya International organizations and other extra international organizations					-	
18	Kegiatan yang Belum Jelas Batasannya Indeterminate activities					-	
19	Rumah Tangga Household					2.785.111	
20	Bukan Laporan Usaha Lainnya Not Other Business Reports						
	Total	-	-	-	-	2.785.119	

(dalam jutaan Rupiah / in million Rupiah)

	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans	Kredit Pegawai/Pensiunan Loans to Employees/ Pensioners	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Portofolio Ritel Claims against MSMEs and Retail Portfolio	Tagihan Kepada Korporasi Claims against Corporations	Tagihan yang Telah Jatuh Tempo Tempo Mature Claims	Aset Lainnya Others Asset	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
31 Desember 2019 31 December 2019							
			133.446	131.514	4.942		
			14.818	490.000	8		
			504	460.740	36.298		
			31.049	754.886	77.734		
			244		2		
	24.222		20.433	1.821.792	34.062		
			207.655	1.129.717	270.417		
	44.174		22.763	894.546	67.709		
			7.404	555.487	3.658		
			423	252.523	-		
	8.003		90.158	2.133.001	38.944		
			263	246.527	-		
			1.446	10.207	10		
			2.651	175.515	2.355		
			30.605	360.935	215		
			620	602	16		
					-		
					-		
	14.470		103.634	3.185	4.695		
	90.870	**-**	**668.118**	**9.421.179**	**541.066**	**-**	**-**

No	Sektor Ekonomi Economic Sector	Tagihan Kepada Pemerintah Claims against Government	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Claims against Banks	Kredit Beragun Rumah Tinggal Collateralized Housing Loans	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
			31 Desember 2018 31 December 2018				
1	Pertanian, Perburuan, dan Kehutanan Agriculture, menial labor and forestry	-	-	-	-	-	
2	Perikanan Fisheries	-	-	-	-	-	
3	Pertambangan dan Penggalian Mining and extractive industries	-	-	-	-	-	
4	Industri Pengolahan Processing industry	-	-	-	-	-	
5	Listrik, Gas, dan Air Power, gas and water	-	-	-	-	-	
6	Konstruksi Construction	-	-	-	-	-	
7	Perdagangan Besar dan Eceran Wholesale and retail trade	-	-	-	-	-	
8	Penyediaan Akomodasi dan Penyediaan Makan Minum Hospitality	-	-	-	-	-	
9	Transportasi, Pergudangan, dan Komunikasi Transportation, warehousing and communications	-	-	-	-	-	
10	Perantara Keuangan Financial intermediaries	-	-	-	-	-	
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan Real estate, leasing and corporate services	-	-	-	-	-	
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib Government administration, defense and mandatorysocial security	-	-	-	-	-	
13	Jasa Pendidikan Education	-	-	-	-	-	
14	Jasa Kesehatan dan Kegiatan Sosial Health and social activities	-	-	-	-	-	
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya Social, cultural, entertainment and other personalservices	-	-	-	-	-	
16	Jasa Perorangan yang Melayani Rumah Tangga Personal household services	-	-	-	-	-	
17	Badan Internasional dan Badan Ekstra Internasional Lainnya International organizations and other extra international organizations	-	-	-	-	-	
18	Kegiatan yang Belum Jelas Batasannya Indeterminate activities	-	-	-	-	-	
19	Rumah Tangga Household	-	-	-	-	2,469,780,500,555	
20	Bukan Laporan Usaha Lainnya Not Other Business Reports	-	-	-	-	-	
	Total	-	-	-	-	2,469,780,500,555	

	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans	Kredit Pegawai/Pensiunan Loans to Employees/ Pensioners	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Portofolio Ritel Claims against MSMEs and Retail Portfolio	Tagihan Kepada Korporasi Claims against Corporations	Tagihan yang Telah Jatuh Tempo Tempo Mature Claims	Aset Lainnya Others Asset	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	31 Desember 2018 31 December 2018						
	-	-	261,374,674,008	237,118,232,885	31,500,000,000	-	529,992,906,893
	-	-	26,680,569,584	499,187,379,781	168,051	-	525,868,117,416
	-	-	631,163,015	864,043,947,137	8,358,306,180	-	873,033,416,332
	-	-	50,077,023,907	672,466,388,670	307,114,855,453	-	1,029,658,268,030
	-	-	316,613,423	2,686,087,573	2,353,680	-	3,005,054,676
	32,596,653,437	-	21,870,618,868	1,670,419,974,041	70,536,669,924	-	1,795,423,916,270
	-	-	367,571,116,843	1,295,348,581,047	461,911,274,192	-	2,124,830,972,082
	42,241,583,636	-	41,296,369,538	979,425,565,670	38,643,898,496	-	1,101,607,417,340
	-	-	14,111,320,690	641,206,510,961	23,587,519,621	-	678,905,351,272
	-	-	795,323,564	202,719,235,286	-	-	203,514,558,850
	8,434,832,652	-	126,028,799,773	2,432,904,933,001	36,890,967,803	-	2,604,259,533,229
	-	-	174,460,699	415,150,134,400	-	-	415,324,595,099
	-	-	2,761,477,717	27,907,727,769	-	-	30,669,205,486
	-	-	3,491,327,877	183,527,607,142	2,355,108,361	-	189,374,043,380
	-	-	53,289,675,213	410,532,065,896	6,019,324,083	-	469,841,065,192
	-	-	4,757,694,585	1,766,846,001	3,643,696	-	6,528,184,282
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	10,845,451,719	-	127,168,129,823	-	17,921,988,350	-	2,625,716,070,447
	-	-	-	-	-	1,551,262,107,937	1,551,262,107,937
	94,118,521,444	-	1,102,396,359,127	10,536,411,217,260	1,004,846,077,890	1,551,262,107,937	16,758,814,784,213

Tabel 2.4.a. Pengungkapan Tagihan dan Pencadangan Berdasarkan Cabang - Bank secara Individual
Table 2.4.a. Disclosure of Claims and Reserves by Branch - Bank Individually

No	Keterangan Information	31 Desember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Ambon Diponegoro	Artha Gading	Balikpapan	Bandung Asia Afrika	Banjarmasin	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Claims						
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding						
	b. Telah Jatuh Tempo b. Mature						
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated						
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	718	291	815	545	7.577	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

No	Keterangan Information	31 Desember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Kartini Cirebon	Kendari	Kupang	Lampung	Makassar A Yani	
(1)	(2)	(16)	(17)	(18)	(19)	(20)	
1	Tagihan Claims						
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding						
	b. Telah Jatuh Tempo b. Mature						
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated						
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	4.057	2.571	3.269	7.497	4.240	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

No	Keterangan Information	31 Desember 2019 31 December 2019					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Samarinda	Samrat Manado	Semarang Pandanaran	Solo	Sudirman Jakarta	
(1)	(2)	(29)	(30)	(31)	(32)	(33)	
1	Tagihan Claims						
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding					581.537	
	b. Telah Jatuh Tempo b. Mature					480.516	
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated					138.221	
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	1.192	16.206	3.551	617	7.651	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

(dalam jutaan Rupiah /in million Rupiah)

	Batam	Bitung	Bogor	Cikarang	Denpasar	Garut	Jambi	Karet
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
	616	1.533	3.759	1.485	12.800	1.706	976	9.768

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

(dalam jutaan Rupiah /in million Rupiah)

	Matraman	Medan Pemuda	Melawai	P. Jayakarta	Palembang	Pangkal Pinang	Pekanbaru	Pontianak
	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
			19.593					
			14.242					
	7.660	696	5.583	2.940	3.275	722	2.347	6.222

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

(dalam jutaan Rupiah /in million Rupiah)

	Suryopranoto	Ternate	Total					
	(34)	(35)	(44)					
			581.537					
			500.109					
			152.463					
	1.941	123	124.948					

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

Tabel 2.4.a. Pengungkapan Tagihan dan Pencadangan Berdasarkan Cabang - Bank secara Individual
Table 2.4.a. Disclosure of Claims and Reserves by Branch - Bank Individually

No	Keterangan Information	31 Desember 2018 31 December 2018					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Ambon Diponegoro	Artha Gading	Balikpapan	Bandung Asia Afrika	Banjarmasin	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Claims	89,290,432,946	284,053,771,515	41,776,640,166	482,305,043,460	80,876,576,663	
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding						
	b. Telah Jatuh Tempo b. Mature						
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated						
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	2,015,178,396	1,373,073,682	858,014,835	1,323,209,798	9,159,571,638	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

No	Keterangan Information	31 Desember 2018 31 December 2018					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Kartini Cirebon	Kendari	Kupang	Lampung	Makassar A Yani	
(1)	(2)	(16)	(17)	(18)	(19)	(20)	
1	Tagihan Claims	67,841,843,906	34,860,968,400	104,718,651,448	57,675,041,985	176,789,743,388	
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding						
	b. Telah Jatuh Tempo b. Mature						
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated						
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	4,842,460,370	3,365,964,368	2,942,369,753	7,460,168,346	3,845,027,019	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

No	Keterangan Information	31 Desember 2018 31 December 2018					
		Tagihan Bersih Berdasarkan Cabang Net Claims by Branch					
		Samarinda	Samrat Manado	Semarang Pandanaran	Solo	Sudirman Jakarta	
(1)	(2)	(29)	(30)	(31)	(32)	(33)	
1	Tagihan Claims	132,971,907,793	318,802,483,813	114,989,708,936	18,597,082,311	7,013,002,782,392	
2	Tagihan yang Mengalami Penurunan Nilai (Impaired) Impaired Claims						
	a. Belum Jatuh Tempo a. Outstanding					542,370,834,277	
	b. Telah Jatuh Tempo b. Mature					131,023,852,106	
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual Reserves for Impairments (CKPN) - Unconsolidated					108,283,515,260	
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif *) Reserves for Impairments (CKPN) - Consolidated *)	670,741,920	16,239,731,487	3,796,719,910	1,261,691,229	10,335,355,431	
5	Tagihan yang Dihapus Buku Written-off claims						

*) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan AsetTertimbang MenurutT Risiko Kredit (tanpa kolektibilitas 1)
**) Nilai tagihan hapus buku hanya untuk bank secara individual

(dalam jutaan Rupiah /in million Rupiah)

	Batam	Bitung	Bogor	Cikarang	Denpasar	Garut	Jambi	Karet
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
	183,708,015,848	30,013,646,271	565,853,798,111	318,344,470,060	178,143,907,971	22,284,916,187	132,885,641,575	598,825,532,968
		4,251,677,427						
	397,550,199	2,451,551,517	18,100,261,639	1,897,958,268	15,286,881,398	2,105,049,519	3,166,302,937	13,601,591,235

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

(dalam jutaan Rupiah /in million Rupiah)

	Matraman	Medan Pemuda	Melawai	P. Jayakarta	Palembang	Pangkal Pinang	Pekanbaru	Pontianak
	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
	537,981,763,491	334,144,466,312	1,114,840,327,119	1,049,708,275,657	298,237,694,622	66,452,382,650	307,879,698,002	105,351,621,965
			11,577,842,136					
					127,299,780,812			
			1,488,855,871		122,334,840,191			
	4,250,638,246	693,924,406	12,661,278,187	2,775,980,837	3,968,540,722	676,515,536	56,619,304,103	9,320,845,975

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

(dalam jutaan Rupiah /in million Rupiah)

	Suryopranoto	Ternate	Watampone	Total				
	(34)	(35)	(44)	(63)				
	738,668,941,807	52,586,303,745	10,173,766,994	15,664,637,850,477				
				553,948,676,413				
				262,575,310,345				
				232,107,211,322				
	7,229,869,427	274,789,500	9,851,046	224,977,962,879				

*) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning Asset calculation according to T Credit Risk (without collectability 1)
**) The value of write off bills is only for individual banks

Tabel 2.5.a. Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi - Bank secara Individual
Table 2.5.a. Disclosure of Claims and Reserves by Economic Sector - Bank Individually

(dalam jutaan Rupiah/ in million Rupiah)

No	Sektor Ekonomi *)	Tagihan **) Claims **)	Tagihan yang Mengalami Penurunan Nilai Impaired Claims		Cadangan Kerugian Penurunan Nilai (CKPN)-Individual ***) Reserves for Impairments (CKPN) - Unconsolidated ***)	Cadangan Kerugian Penurunan Nilai (CKPN)-Kolektif ***) Reserves for Impairments (CKPN) - Consolidated ***)	Tagihan yang Dihapus Buku Written-off claims	Economic Sector
			Belum Jatuh Tempo Outstanding	Telah Jatuh Tempo Mature				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
	31 Desember 2018 31 Desember 2018							
1	Pertanian, Perburuan, dan Kehutanan	286.975	-	-	-	18.079		Agriculture, menial labor and forestry
2	Perikanan	181.771	353.790	-	30.000	770		Fisheries
3	Pertambangan dan Penggalian	461.324	-	36.298	22.589	79		Mining and extractive industries
4	Industri Pengolahan	827.199	-	84.316	44.415	3.620		Processing industry
5	Listrik, Gas, dan Air	248	-	-	-	2		Power, gas and water
6	Konstruksi	1.905.884	30.003	-	20.558	14.916		Construction
7	Perdagangan Besar dan Eceran	1.605.735	44.317	-	19.901	43.756		Wholesale and retail trade
8	Penyediaan Akomodasi dan Penyediaan Makan Minum	1.034.105	-	-	-	5.637		Hospitality
9	Transportasi, Pergudangan, dan Komunikasi	532.330	52.406	-	15.000	3.208		Transportation, warehousing and communications
10	Perantara Keuangan	252.946	-	-	-	-		Financial intermediaries
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan	2.275.658	-	-	-	5.871		Real estate, leasing and corporate services
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	246.789	-	-	-	-		Government administration, defense and mandatorysocial security
13	Jasa Pendidikan	12.188	-	-	-	525		Education
14	Jasa Kesehatan dan Kegiatan Sosial	180.740	-	-	-	219		Health and social activities
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya	394.154	-	-	-	2.456		Social, cultural, entertainment and other personalservices
16	Jasa Perorangan yang Melayani Rumah Tangga	1.242	-	-	-	4		Personal household services
17	Badan Internasional dan Badan Ekstra Internasional Lainnya							**International organizations and other extra international organizations**
18	Kegiatan yang Belum Jelas Batasannya							**Indeterminate activities**
19	Bukan Lapangan Usaha	2.936.480	-	-	-	25.805		**Non-Business Field**
20	Lainnya							**Others**
	Total	13.135.767	480.516	120.614	152.463	124.948		**Total**

No	Sektor Ekonomi *)	Tagihan **) Claims **)	Tagihan yang Mengalami Penurunan Nilai Impaired Claims		Cadangan Kerugian Penurunan Nilai (CKPN)-Individual ***) Reserves for Impairments (CKPN) - Unconsolidated ***)	Cadangan Kerugian Penurunan Nilai (CKPN)-Kolektif ***) Reserves for Impairments (CKPN) - Consolidated ***)	Tagihan yang Dihapus Buku Written-off claims	Economic Sector
			Belum Jatuh Tempo Outstanding	Telah Jatuh Tempo Mature				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
	31 Desember 2018 31 December 2018							
1	Pertanian, Perburuan, dan Kehutanan	542,459,267,737				12,466,360,844		Agriculture, menial labor and forestry
2	Perikanan	556,705,648,606	353,790,006,065		30,000,000,000	837,531,190		Fisheries
3	Pertambangan dan Penggalian	881,548,991,953		16,705,336,259	8,347,030,079	168,545,542		Mining and extractive industries
4	Industri Pengolahan	1,202,144,295,362		211,615,395,812	166,749,423,555	5,736,603,777		Processing industry
5	Listrik, Gas, dan Air	4,269,502,671				1,264,447,995		Power, gas and water
6	Konstruksi	1,843,870,186,434		30,002,900,847	25,521,901,817	22,924,368,347		Construction
7	Perdagangan Besar dan Eceran	2,176,746,431,678	44,316,992,443	4,251,677,427		51,915,459,596		Wholesale and retail trade
8	Penyediaan Akomodasi dan Penyediaan Makan Minum	1,111,444,408,166				9,836,990,826		Hospitality
9	Transportasi, Pergudangan, dan Komunikasi	682,473,119,664				3,567,768,392		Transportation, warehousing and communications
10	Perantara Keuangan	203,561,540,859				46,982,009		Financial intermediaries
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan	2,663,910,087,732	144,263,835,769			59,650,554,503		Real estate, leasing and corporate services
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	415,324,595,099						Government administration, defense and mandatorysocial security
13	Jasa Pendidikan	30,798,977,064				129,771,578		Education
14	Jasa Kesehatan dan Kegiatan Sosial	189,593,593,602				219,550,222		Health and social activities
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya	471,592,704,316				1,751,639,124		Social, cultural, entertainment and other personalservices
16	Jasa Perorangan yang Melayani Rumah Tangga	6,720,655,176				192,470,894		Personal household services
17	Badan Internasional dan Badan Ekstra Internasional Lainnya							**International organizations and other extra international organizations**
18	Kegiatan yang Belum Jelas Batasannya							**Indeterminate activities**
19	Bukan Lapangan Usaha	2,681,473,844,358	11,577,842,136		1,488,855,871	54,268,918,040		**Non-Business Field**
20	Lainnya							**Others**
	Total	15,664,637,850,477	553,948,676,413	262,575,310,345	232,107,211,322	224,977,962,879		**Total**

*) Sektor-sektor yang diungkapkan adalah sektor yang memiliki nilai nominal/saldo yang material. Untuk sektor-sektor yang tidak material, digabungkan menjadi satu dengan nama sektor lain-lain dan dijelaskan kepada stakeholder.
**) Tagihan secara gross (sebelum dikurangi CKPN).
***) CKPN adalah sesuai dengan definisi CKPN pada Surat Edaran No. 13/6/DPNP tanggal 18 Februari 2011 mengenai perhitungan ATMR Kredit (tanpa kolektibilitas 1).
*) The sectors that are disclosed are sectors that have a material nominal value / balance. For sectors that are not material, they are combined into one with the names of other sectors and explained to stakeholders.
**) Gross claims (before deducting CKPN).
***) CKPN is in accordance with the definition of CKPN in Circular Letter No. 13/6 / DPNP dated February 18, 2011 concerning calculation of Credit RWA (without collectability 1).

Tabel 2.6.a. Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai - Bank secara Individual
Table 2.6.a. Disclosure of Details of Mutations in Reserves for Impairment Losses - Bank Individually

(dalam jutaan Rupiah/ in million Rupiah)

No	Keterangan	31 Desember 2019 31 December 2019		31 Desember 2018 31 December 2018		Information
		CKPN Individual CKPN Unconsolidated	CKPN Kolektif CKPN Consolidated	CKPN Individual CKPN Unconsolidated	CKPN Kolektif CKPN Consolidated	
(1)	(2)	(3)	(4)	(5)	(6)	
1	Saldo Awal CKPN	415.854.724.909	172.463.638.050	275,186,725,679	121,309,412,795	Balance at Beginning CKPN
2	Pembentukan (Pemulihan) CKPN pada Periode Berjalan (Net)					Formation (Recovery) of CKPNs in the Current Period (Net)
	2.a Pembentukan CKPN pada Periode Berjalan			140,667,999,230	51,154,225,255	2.a Establishment of CKPN in the Current Period
	2.b Pemulihan CKPN pada Periode Berjalan	263.392.212.860	47.516.025.843			2.b Recovery of CKPN in the Current Period
3	CKPN yang Digunakan untuk Melakukan Hapus Buku Atas Tagihan pada Periode Berjalan					CKPN Used to Delete Books on Bills in the Current Period
4	Pembentukan (pemulihan) lainnya pada periode berjalan *)					Other formation (recovery) in the current period *)
Saldo Akhir CKPN **)		152.462.512.049	124.947.612.207	275.186.725.679	121.309.412.795	CKPN Final Balance **)

*) Termasuk selisih kurs karena penjabaran mata uang asing dan pengakuan pendapatan bunga atas bagian yang tidak mengalami penurunan nilai dari kredit yang mengalami penurunan nilai
**) Tidak termasuk CKPN dari transaksi Rekening Administratif
*) Includes foreign exchange differences due to foreign currency translation and recognition of interest income on parts that do not experience impairment in value of loans experiencing impairment
**) Does not include CKPN from Administrative Account transactions

Tabel 3.1.a. Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio dan Skala Peringkat - Bank secara Individual
Table 3.1.a. Disclosure of Net Claims Based on Portfolio Categories and Rating Scale - Bank Individually

(dalam jutaan Rupiah/ in million Rupiah)

31 Desember 2019 31 December 2019 Tagihan Bersih Net Claims									
	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Peringkat Jangka Panjang Long-Term Rating						
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-	B+ s.d B-	*Less Than* B-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-	B+ s.d B-	*Less Than* B-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3	Ba1 s.d Ba3	B1 s.d B3	*Less Than* B3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	*Less Than* B-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-	[Idr]BB+ s.d [Idr]BB-	[Idr]B+ s.d [Idr]B-	*Less Than* [Idr]B-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-	id BB+ s.d id BB-	id B+ s.d id B-	*Less Than* idB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Tagihan Kepada Pemerintah Claims against Government								
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities								
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions								
4	Tagihan Kepada Bank Claims against Banks								
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans								
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans								
7	Kredit Pegawai/ Pensiunan Loans to Employees/ Pensioners								
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio								
9	Tagihan Kepada Korporasi Claims against Corporations								
10	Tagihan yang Telah Jatuh Tempo Mature Claims								
11	Aset Lainnya Other Assets								
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)								
	Total								

(dalam jutaan Rupiah/ in million Rupiah)

31 Desember 2019 31 December 2019 Tagihan Bersih Net Claims							
	Kategori Portofolio	Peringkat Jangka Pendek Short-Term Rating				Tanpa Peringkat Unrated	Total Total
		A-1	A-2	A-3	*Less Than* A-3		
		F1+ s.d F1	F2	F3	*Less Than* F3		
		P-1	P-2	P-3	*Less Than* P-3		
		F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	*Less Than* F3(idn)		
		[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d [Idr]A2	[Idr]A3+ s.d [Idr] A3	*Less Than* [Idr]A3		
		idA1	idA2	idA3 s.d id A4	*Less Than* idA4		
(1)	(2)	(11)	(12)	(13)	(14)	(15)	(16)
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks						
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans					2785119,216	2.785.119
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans					90870,22872	90.870
7	Kredit Pegawai/ Pensiunan Loans to Employees/ Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio					668117,8878	668.118
9	Tagihan Kepada Korporasi Claims against Corporations					9430624,315	9.430.624
10	Tagihan yang Telah Jatuh Tempo Mature Claims					531620,9998	531.621
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)						
	Total						13.506.353

(dalam jutaan Rupiah/ in million Rupiah)

31 Desember 2018 31 December 2018 Tagihan Bersih Net Claims									
	Kategori Portofolio	Lembaga Pemeringkat Rating Agency	Peringkat Jangka Panjang Long-Term Rating						
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-	B+ s.d B-	*Less Than* B-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-	B+ s.d B-	*Less Than* B-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3	Ba1 s.d Ba3	B1 s.d B3	*Less Than* B3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	*Less Than* B-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr] AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr] BBB-	[Idr]BB+ s.d [Idr] BB-	[Idr]B+ s.d [Idr]B-	*Less Than* [Idr]B-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-	id BB+ s.d id BB-	id B+ s.d id B-	*Less Than* idB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Tagihan Kepada Pemerintah Claims against Government								
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities								
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions								
4	Tagihan Kepada Bank Claims against Banks								
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans								
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans								
7	Kredit Pegawai/ Pensiunan Loans to Employees/ Pensioners								
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio								
9	Tagihan Kepada Korporasi Claims against Corporations								
10	Tagihan yang Telah Jatuh Tempo Mature Claims								
11	Aset Lainnya Other Assets								
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)								
	Total								

(dalam jutaan Rupiah/ in million Rupiah)

31 Desember 2018 31 December 2018 Tagihan Bersih Net Claims							
	Kategori Portofolio	Peringkat Jangka Pendek Short-Term Rating				Tanpa Peringkat Unrated	Total Total
		A-1	A-2	A-3	*Less Than* A-3		
		F1+ s.d F1	F2	F3	*Less Than* F3		
		P-1	P-2	P-3	*Less Than* P-3		
		F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	*Less Than* F3(idn)		
		[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d [Idr]A2	[Idr]A3+ s.d [Idr] A3	*Less Than* [Idr]A3		
		idA1	idA2	idA3 s.d id A4	*Less Than* idA4		
(1)	(2)	(11)	(12)	(13)	(14)	(15)	(16)
1	Tagihan Kepada Pemerintah Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank Claims against Banks						
5	Kredit Beragun Rumah Tinggal Collateralized Housing Loans					2,469,780,500,555	2,469,780,500,555
6	Kredit Beragun Properti Komersial Collateralized Commercial Property Loans					94,118,521,444	94,118,521,444
7	Kredit Pegawai/ Pensiunan Loans to Employees/ Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Claims against MSMEs and Retail Portfolio					1,102,396,359,127	1,102,396,359,127
9	Tagihan Kepada Korporasi Claims against Corporations					10,536,411,217,260	10,536,411,217,260
10	Tagihan yang Telah Jatuh Tempo Mature Claims					1,004,846,077,890	1,004,846,077,890
11	Aset Lainnya Other Assets						
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure at Sharia Unit (if any)						
	Total					15,207,552,676,276	15,207,552,676,276

Tabel 4.1.a. Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit - Bank secara Individual

Table 4.1.a. Disclosure of Net Receivables Based on Risk Weight After Calculating Credit Risk Mitigation Impacts - Bank Individually

(dalam jutaan Rupiah)

No	Kategori Portofolio	31 Desember 2019 / 31 December 2019										ATMR RWA	Beban Modal **) (ATMR x 9%) Capital Expenses *) RWA x 9%	Beban Modal **) (ATMR x 10%) Capital Expenses *) RWA x 10 %
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit / Net Receivables Accounting Credit Risk Mitigation Impact												
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya / Other			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
A	**Eksposur Neraca** Balance Sheet Exposure													
1	Tagihan Kepada Pemerintah Receivables from Government											-		
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities											-		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions											-		
4	Tagihan Kepada Bank Receivables from Banks		70.430				23.568					93.998		
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans		181.693	445.357							148.237	775.287		
6	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans								90.870			90.870		
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans											-		
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio							463.900				463.900		
9	Tagihan kepada Korporasi Receivables from Corporations		10.401						8.762.095			8.772.496		
10	Tagihan yang Telah Jatuh Tempo Due Receivables								490	796.696		797.186		
11	Aset Lainnya Other Assets								2.575.038	3.076.679		5.651.717		
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)											-		
Total Eksposur Neraca Total Balance Sheet Exposure												16.645.454		
B	**Eksposur Kewajiban Komitmen/ Kontinjensi pada Transaksi Rekening Administratif** Commitment Liability Exposure/ Contingencies on Administrative Account Transactions											-		
1	Tagihan Kepada Pemerintah Receivables from Government											-		
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities											-		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Multilateral Development Banks and International Institutions											-		
4	Tagihan Kepada Bank Receivables from Banks											-		
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans											-		
6	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans											-		
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans											-		

No	Kategori Portofolio	31 Desember 2019 31 December 2019												
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact										ATMR RWA	Beban Modal **) (ATMR x 9%) Capital Expens-es *) RWA x 9%	Beban Modal **) (ATMR x 10%) Capital Expens-es *) RWA x 10 %
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio							23.537				23.537		
9	Tagihan Kepada Korporasi Receivables from Corporations								98.369			98.369		
10	Tagihan yang Telah Jatuh Tempo Due Receivables											-		
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)											-		
Total Eksposur Transaksi Rekening Administratif Total Administrative Account Transactions												-		
C	**Eksposur Akibat Kegagalan Pihak Lawan (Counterparty Credit Risk)** Counter Party Credit Risk Exposure								-					
1	Tagihan Kepada Pemerintah Receivables from Government								-					
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities								-					
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions								-					
4	Tagihan Kepada Bank Receivables from Banks								1.935					
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio								-					
6	Tagihan kepada Korporasi Receivables from Corporations								-					
7	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)								-					
Total Eksposur Counterparty Credit Risk Total Counterparty Credit Risk Exposure									-					

*) Beban Modal dihitung berdasarkan KPMM sesuai Profil Risiko periode Juni 2015 (Peraturan Bank Indonesia No.15/12/PBI/2013)/
Capital Expense is calculated based on KPMM according to the Risk Profile for the period June 2015 (Bank Indonesia Regulation No.15 / 12 / PBI / 2013)

**) Beban Modal dihitung berdasarkan KPMM sesuai Profil Risiko periode Juni 2014 (Peraturan Bank Indonesia No.15/12/PBI/2013)
Capital Expense is calculated based on KPMM according to the Risk Profile for the period June 2014 (Bank Indonesia Regulation No.15 / 12 / PBI / 2013)

No	Kategori Portofolio	31 Desember 2018 31 December 2018										ATMR RWA	Beban Modal **) (ATMR x 9%) Capital Expens-es *) RWA x 9%	Beban Modal **) (ATMR x 10%) Capital Expens-es *) RWA x 10 %
		Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact												
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			
(1)	(2)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
A	**Eksposur Neraca** Balance Sheet Exposure											-		
1	Tagihan Kepada Pemerintah Receivables from Government	-										-		
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities											-		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions											-		
4	Tagihan Kepada Bank Receivables from Banks		89.135				16.485					105.620		
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans		211.973	297.082							140.277	649.332		
6	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans								94.119			94.119		
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans											-		
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio							816.279				816.279		
9	Tagihan kepada Korporasi Receivables from Corporations								10.207.073			10.207.073		
10	Tagihan yang Telah Jatuh Tempo Due Receivables									1.523.682		1.523.682		
11	Aset Lainnya Other Assets								2.459.370	2.326.893		4.786.263		
12	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)											-		
Total Eksposur Neraca Total Balance Sheet Exposure		-										18.182.368		
B	**Eksposur Kewajiban Komitmen/ Kontinjensi pada Transaksi Rekening Administratif** **Commitment Liability Exposure/ Contingencies on Administrative Account Transactions**											-		
1	Tagihan Kepada Pemerintah Receivables from Government											-		
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities											-		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Multilateral Development Banks and International Institutions											-		
4	Tagihan Kepada Bank Receivables from Banks											-		
5	Kredit Beragun Rumah Tinggal Residential Property Collateralized Loans			10								10		
6	Kredit Beragun Properti Komersial Commercial Property Collateralized Loans											-		
7	Kredit Pegawai/Pensiunan Employee/Retirement Loans											-		
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio							84.693				84.693		

Perhitungan ATMR Risiko Kredit Pendekatan Standar - Bank secara Individual
Tabel 6.1.1. Pengungkapan Eksposur Aset di Neraca
RWA Calculation of Credit Risk Standard Approach - Bank Individually
Table 6.1.1. Disclosure of Asset Exposures in the Balance Sheet

(dalam jutaan Rupiah/ (in million Rupiah)

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019			31 Desember 2018 31 December 2018		
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Tagihan Kepada Pemerintah / Claims against Government	3.814.953	-	-			
2	Tagihan Kepada Entitas Sektor Publik / Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional / Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank / Claims against Banks	413.232	96.787	93.998			
5	Kredit Beragun Rumah Tinggal / Collateralized Housing Loans	2.785.119	779.007	775.286	2,469,781	649,332	649,332
6	Kredit Beragun Properti Komersial / Collateralized Commercial Property Loans	90.870	90.870	90.870	94,119	94,119	94,119
7	Kredit Pegawai/Pensiunan / Loans to Employees/Pensioners	-	-	-			
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel / Claims against MSMEs and Retail Portfolio	668.118	501.088	463.900	1,102,396	826,797	816,279
9	Tagihan kepada Korporasi / Claims against Corporations	9.482.630	9.441.026	8.772.496	10,525,469	10,525,469	10,207,073
10	Tagihan yang Telah Jatuh Tempo / Mature Claims	531.621	797.186	797.186	1,015,788	1,523,682	1,523,682
11	Aset Lainnya / Other Assets	4.946.209		5.651.717	1,551,262		2,326,893
	Total	22.732.752	11.705.965	16.645.453	16,758,815	13,619,399	15,617,379

Tabel 6.1.2. Pengungkapan Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif
Table 6.1.2. Disclosure of Commitment Liability Exposures / Contingencies in Administrative Account Transactions

(dalam jutaan Rupiah / (in million Rupiah)

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019			31 Desember 2018 31 December 2018		
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Tagihan Kepada Pemerintah / Claims against Government						
2	Tagihan Kepada Entitas Sektor Publik / Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional / Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank / Claims against Banks						

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019			31 Desember 2018 31 December 2018		
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA
5	Kredit Beragun Rumah Tinggal / Collateralized Housing Loans				29	10	10
6	Kredit Beragun Properti Komersial / Collateralized Commercial Property Loans						
7	Kredit Pegawai/Pensiunan / Loans to Employees/Pensioners						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel / Claims against MSMEs and Retail Portfolio	31.383	23.537	23.537	112,925	84,694	84,694
9	Tagihan kepada Korporasi / Claims against Corporations	98.369	98.369	98.369	45,246	45,246	45,246
10	Tagihan yang Telah Jatuh Tempo / Mature Claims						
11	Aset Lainnya / Other Assets						
	Total	129.752	121.906	121.906	158,200	129,950	129,950

Tabel 6.2.3. Pengungkapan Eksposur yang Menimbulkan Risiko Kredit akibat Kegagalan Pihak Lawan (*Counterparty Credit Risk*)
Table 6.2.3. Disclosure of Exposures Causing Credit Risk due to Counterparty Credit Risk

(dalam jutaan Rupiah / (in million Rupiah)

No	Kategori Portofolio Portfolio Category	31 Desember 2019 31 December 2019			31 Desember 2018 31 December 2018		
		Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA	Tagihan Bersih Net Receivables	ATMR Sebelum MRK Pre-MRK RWA	ATMR Setelah MRK Past-MRK RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Tagihan Kepada Pemerintah / Claims against Government	1.637.441			764.958		
2	Tagihan Kepada Entitas Sektor Publik / Claims against Public Sector Entities						
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional / Claims against Multilateral Development Banks and International Institutions						
4	Tagihan Kepada Bank / Claims against Banks	9.674	1.935	1.935			
5	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel / Claims against MSMEs and Retail Portfolio						
6	Tagihan kepada Korporasi / Claims against Corporations						
	Total	1.647.115	1.935	1.935	764.958		

Tabel 6.1.7. Pengungkapan Total Pengukuran Risiko Kredit
Table 6.1.7 Disclosure of Total Credit Risks Measurement

(dalam jutaan Rupiah / In million Rupiah)

No		31 Desember 2018 31 December 2018	31 Desember 2017 31 December 2017	
1	Total ATMR Risiko Kredit	16.769.294	18.312.319	Total RWA of Credit Risk
2	Total Faktor Pengurang Modal			Total Impairment Factor

Tabel 7.1. Pengungkapan Risiko Pasar Dengan Menggunakan Metode Standar
Table 7.1. Revealing Market Risks Using the Standard Method

(dalam jutaan Rupiah / In million Rupiah)

No	Jenis Risiko	31 Desember 2019 31 December 2019				31 Desember 2018 31 December 2018				Risk Type
		Bank/Bank								
		Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	Beban Modal Capital Expenses	ATMR RWA	
(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)		
1	Risiko Suku Bunga									Interest Rate Risk
	a. Risiko Spesifik	644	8.050							a. Specific Risk
	b. Risiko Umum	6.414	80.178			7.995	99.937			b. General Risk
2	Risiko Nilai Tukar	2.479	30.985			3.715	46.435			Exchange Rate Risk
3	Risiko Ekuitas *)									Risk Equity *)
4	Risiko Komoditas *)									Risk Commodity *)
5	Risiko Option									Option Rrisk
	Total	9.537	119.213			11.710	146.372			Total

Tabel 8.1.a. Pengungkapan Kuantitatif Risiko Operasional - Bank secara Individual
Table 8.1.a. Disclosure of Operational Risk Quantitative - Bank Individually

(dalam jutaan Rupiah / In million Rupiah)

No	Pendekatan yang Digunakan Approach Used	31 Desember 2019 31 December 2019			31 Desember 2018 31 December 2018		
		Pendapatan Bruto (Rata-rata 3 tahun terakhir) *) Gross Revenue (Last 3 Years' Average) *)	Beban Modal Ccapital Expenses	ATMR RWA	Pendapatan Bruto (Rata-rata 3 tahun terakhir) *) Gross Revenue (Last 3 Years' Average) *)	Beban Modal Capital Expenses	ATMR RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Pendekatan Indikator Dasar Basic Indicator Approach	1.170.550,62	175.582,59	2.194.782,41	1,194,512	179,177	2,239,711
	Total	1.170.550,62	175.582,59	2.194.782,41	1,194,512	179,177	2,239,711

*) Untuk Bank yang menggunakan Pendekatan Indikator Dasar dalam menghitung Risiko Operasional
*) For banks using the Basic Indicator Approach in calculating Operational Risk

No	Kategori Portofolio	31 Desember 2018 31 December 2018 Tagihan Bersih Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables Accounting Credit Risk Mitigation Impact										ATMR RWA	Beban Modal **) (ATMR x 9%) Capital Expenses *) RWA x 9%	Beban Modal **) (ATMR x 10%) Capital Expenses *) RWA x 10 %
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Lainnya Other			
9	Tagihan Kepada Korporasi Receivables from Corporations								45.246			45.246		
10	Tagihan yang Telah Jatuh Tempo Due Receivables											-		
11	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)											-		
Total Eksposur Transaksi Rekening Administratif Total Administrative Account Transactions		-										129.949		
C	**Eksposur Akibat Kegagalan Pihak Lawan (Counterparty Credit Risk)** Counter Party Credit Risk Exposure											-		
1	Tagihan Kepada Pemerintah Receivables from Government											-		
2	Tagihan Kepada Entitas Sektor Publik Receivables from Public Sector Entities											-		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions											-		
4	Tagihan Kepada Bank Receivables from Banks											-		
5	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Microbusiness, Small Business, and Retail Portfolio											-		
6	Tagihan kepada Korporasi Receivables from Corporations											-		
7	Eksposur di Unit Usaha Syariah (apabila ada) Exposure in Sharia Business Unit (if any)											-		
Total Eksposur Counterparty Credit Risk Total Counterparty Credit Risk Exposure		-	-	-	-	-	-	-	-	-	-	-		

*) Beban Modal dihitung berdasarkan KPMM sesuai Profil Risiko periode Juni 2015 (Peraturan Bank Indonesia No.15/12/PBI/2013)/
Capital Expense is calculated based on KPMM according to the Risk Profile for the period June 2015 (Bank Indonesia Regulation No.15 / 12 / PBI / 2013)

**) Beban Modal dihitung berdasarkan KPMM sesuai Profil Risiko periode Juni 2014 (Peraturan Bank Indonesia No.15/12/PBI/2013)
Capital Expense is calculated based on KPMM according to the Risk Profile for the period June 2014 (Bank Indonesia Regulation No.15 / 12 / PBI / 2013)

Tabel 9.1.a. Pengungkapan Profil Maturitas Rupiah - Bank secara Individual
Table 9.1.a. Disclosure of Rupiah Maturity Profile - Bank, Individually

(dalam jutaan Rupiah)

No.	Pos-pos	31 Desember 2019 / 31 December 2019						
		Saldo / Balance	Jatuh Tempo / Maturity					
			≤ 1 bulan / ≤ 1 month	> 1 bulan s.d. 3 bulan / > 1 to 3 months	> 3 bulan s.d. 6 bulan / > 3 to 6 months	> 6 bulan s.d. 12 bulan / > 6 to 12 months	> 12 bulan / > 12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
I	**NERACA**							
	A. Aset							
	1. Kas	286.167	286.167					
	2. Penempatan pada Bank Indonesia	3.125.593	2.813.638	311.955				
	3. Penempatan pada Bank Lain	72.496	72.496					
	4. Surat Berharga	827.498	51.300				776.198	
	5. Kredit yang diberikan	13.125.204	15.120	58.055	3.630.445	1.078.124	8.343.460	
	6. Tagihan lainnya	1.685.247	3.353	24.381	20.072		1.637.441	
	7. Lain-lain	126.349	58.968	67.381				
	Total Aset	19.248.554	3.301.042	461.772	3.650.517	1.078.124	10.757.099	
	B. Kewajiban							
	1. Dana Pihat Ketiga	18.362.272	4.207.173	6.509.962	1.805.964	1.219.453	4.619.720	
	2. Kewajiban pada Bank Indonesia	-						
	3. Kewajiban pada Bank Lain	9.410	9.410					
	4. Surat Berharga yang Diterbitkan	-						
	5. Pinjaman yang Diterima	-						
	6. Kewajiban lainnya	489.029	448.144	20.812	20.073			
	7. Lain-lain	6.995	6.995					
	Total Kewajiban	18.867.706	4.671.722	6.530.774	1.826.037	1.219.453	4.619.720	
	Selisih Aset dengan Kewajiban dalam Neraca	380.848	(1.370.680)	(6.069.002)	1.824.480	(141.329)	6.137.379	
II	**REKENING ADMINSTRATIF**							
	A. Tagihan Rekening Adminstratif							
	1. Komitmen	79.842	73.192				**6.650**	
	2. Kontijensi	6.285	6.285					
	Total Tagihan Rekening Administratif	86.127	79.477	-	-	-	6.650	
	B. Kewajiban Rekening Adminstratif							
	1. Komitmen	1.755.743	1.562.928	186.165			**6.650**	
	2. Kontijensi	55.794	55.794					
	Total Kewajiban Rekening Administratif	1.811.537	1.618.722					
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(1.725.410)	(1.539.245)	-	-	-	6.650	
	Selisih [(IA-IB)+(IIA-IIB)]	(1.344.562)	(2.909.925)	(6.069.002)	1.824.480	(141.329)	6.144.029	
	Selisih Kumulatif							

Catatan: Perhitungan profil maturitas sesuai dengan ketentuan Laporan Berkala Bank Umum
Note: calculate maturity profile in accordance with LBBU provisions

(in million Rupiah)

	31 Desember 2018 31 Desember 2018						Items	
	Saldo Balance	Jatuh Tempo Maturity						
		≤ 1 bulan ≤ 1 month	> 1 bulan s.d. 3 bulan > 1 to 3 months	> 3 bulan s.d. 6 bulan > 3 to 6 months	> 6 bulan s.d. 12 bulan > 6 to 12 months	> 12 bulan > 12 months		
	(9)	(10)	(11)	(12)	(13)	(14)		
							BALANCE SHEET	I.
							Assets	A.
	341,557	341,557					Cash	1.
	3,082,887	2,589,659	493,228				Placements with Bank Indonesia	2.
	20,000	20,000					Placements with other banks	3.
	888,026	88,000				**800,026**	Securities	4.
	14,463,596	**2,226,998**	**389,313**	**849,470**	**949,680**	**10,048,135**	Loan disbursed	5.
	800,666	7,070	17,363	9,996		**766,237**	Other receivables	6.
	133,767	133,767					Other assets	7.
	19,730,499	5,407,051	899,904	859,466	949,680	11,614,398	Total Assets	
							Liabilities	B.
	18,228,457	8,827,914	1,761,681	1,516,468	1,163,772	4,958,622	Third party funds	1.
	101,955					**101,955**	Liabilities to Bank Indonesia	2.
	297,062	295,521		1,541			Liabilities to other banks	3.
	-						Securities issued	4.
	-						Loans received	5.
	560,576	533,217	17,363	9,996			Other liabilities	6.
	6,480	6,480					Others	7.
	19,194,530	9,663,132	1,779,044	1,528,005	1,163,772	5,060,577	Total Liabilities	
	535,969	(4,256,081)	(879,140)	(668,539)	(214,092)	6,553,821	Difference between Assets and Liabilities in the Balance Sheet	
							ADMINISTRATIVE ACCOUNT	II.
							Administrative Account Receievables	A.
	154,273	147,623				**6,650**	Commitments	1.
	6,692	6,692					Contingencies	2.
	160,965	154,315	-	-	-	6,650	Total Administrative Account Liabilities	
							Administrative Account Liabilities	B.
	1,954,577	1,942,077	5,850			**6,650**	Commitments	1.
	57,047	57,047					Contingencies	2.
	2,011,624	1,999,124	5,850	-	-	6,650	Total Administrative Account Liabilities	
	(1,850,659)	(1,844,809)	(5,850)	-	-	-	Difference between Administrative Account Receivables and Liabilities in the Administrative Account	
	(1,314,690)	(6,100,890)	(884,990)	(668,539)	(214,092)	6,553,821	Amount of [(IA-IB)+(IIA-IIB)]	
							Cumulative Difference	

Tabel 9.2.a. Pengungkapan Profil Maturitas Valas - Bank secara Individual
Table 9.2.a. Disclosure of Profile of Foreign Currency Maturity - Bank Individually

(dalam jutaan Rupiah)

No.	Pos-pos	31 Desember 2019 / 31 December 2019						
		Saldo / Balance	Jatuh Tempo / Maturity					
			≤ 1 bulan / ≤ 1 month	> 1 bulan s.d. 3 bulan / > 1 to 3 months	> 3 bulan s.d. 6 bulan / > 3 to 6 months	> 6 bulan s.d. 12 bulan / > 6 to 12 months	> 12 bulan / > 12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
I	**NERACA**							
	A. Aset							
	1. Kas	2.441	2.441					
	2. Penempatan pada Bank Indonesia	11.000	11.000					
	3. Penempatan pada Bank Lain	2.899	2.899					
	4. Surat Berharga	-						
	5. Kredit yang diberikan	44.061	22.241	5.602	7.318	991		
	6. Tagihan lainnya	44	44					
	7. Lain-lain	350	350					
	Total Aset	60.795	38.975	5.602	7.318	991		
	B. Kewajiban							
	1. Dana Pihat Ketiga	135.963	63.786	13.195	3.720	8.523		
	2. Kewajiban pada Bank Indonesia	-						
	3. Kewajiban pada Bank Lain	-						
	4. Surat Berharga yang Diterbitkan	-						
	5. Pinjaman yang Diterima	-						
	6. Kewajiban lainnya	283	262	21				
	7. Lain-lain	20	20					
	Total Kewajiban	136.266	64.068	13.216	3.720	8.523		
	Selisih Aset dengan Kewajiban dalam Neraca	(75.471)	(25.093)	(7.614)	3.598	(7.532)		
II	**REKENING ADMINSTRATIF**							
	A. Tagihan Rekening Adminstratif							
	1. Komitmen	43.288	6.352					
	2. Kontijensi	-						
	Total Tagihan Rekening Administratif	43.288	6.352	-	-	-		
	B. Kewajiban Rekening Adminstratif							
	1. Komitmen	87.876	87.848	28				
	2. Kontijensi	500	500					
	Total Kewajiban Rekening Administratif	88.376	88.348	28	-	-		
	Selisih Tagihan dan Kewajiban dalam Rekening Administratif	(45.088)	(81.996)	(28)	-	-		
	Selisih [(IA-IB)+(IIA-IIB)]	(120.559)	(107.089)	(7.642)	3.598	(7.532)		
	Selisih Kumulatif							

Catatan: Perhitungan profil maturitas sesuai dengan ketentuan Laporan Berkala Bank Umum
Note: calculate maturity profile in accordance with LBBU provisions

(in million Rupiah)

31 Desember 2018 31 Desember 2018						Items	
Saldo Balance	Jatuh Tempo Maturity						
	≤ 1 bulan ≤ 1 month	> 1 bulan s.d. 3 bulan > 1 to 3 months	> 3 bulan s.d. 6 bulan > 3 to 6 months	> 6 bulan s.d. 12 bulan > 6 to 12 months	> 12 bulan > 12 months		
(9)	(10)	(11)	(12)	(13)	(14)		
						BALANCE SHEET	I.
						Assets	A.
2,600	2,600					Cash	1.
13,000	13,000					Placements with Bank Indonesia	2.
21,614	21,614					Placements with other banks	3.
-						Securities	4.
83,235	18,772	7,862	6,979	957	48,665	Loan disbursed	5.
44	40	4				Other receivables	6.
440	440					Other assets	7.
120,933	56,466	7,866	6,979	957	48,665	Total Assets	
						Liabilities	B.
153,030	104,711	12,057	3,273	7,851	25,138	Third party funds	1.
-						Liabilities to Bank Indonesia	2.
-						Liabilities to other banks	3.
-						Securities issued	4.
-						Loans received	5.
351	351					Other liabilities	6.
38	38					Others	7.
153,419	105,100	12,057	3,273	7,851	25,138	Total Liabilities	
(32,486)	(48,634)	(4,191)	3,706	(6,894)	23,527	Difference between Assets and Liabilities in the Balance Sheet	
						ADMINISTRATIVE ACCOUNT	II.
						Administrative Account Receievables	A.
8,069	8,069					Commitments	1.
-						Contingencies	2.
8,069	8,069	-	-	-	-	Total Administrative Account Liabilities	
						Administrative Account Liabilities	B.
13,314	13,126	188				Commitments	1.
1,700	1,700					Contingencies	2.
15,014	14,826	188	-	-	-	Total Administrative Account Liabilities	
(6,945)	(6,757)	(188)	-	-	-	Difference between Administrative Account Receivables and Liabilities in the Administrative Account	
(39,431)	(55,391)	(4,379)	3,706	(6,894)	23,527	Amount of [(IA-IB)+(IIA-IIB)]	
						Cumulative Difference	

Tanggung Jawab Laporan Tahunan
Annual Report Responsibility

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2019 PT BANK ARTHA GRAHA INTERNASIONAL TBK

STATEMENT OF MEMBERS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS ON THE RESPONSIBILITY FOR THE 2019 ANNUAL REPORT OF PT BANK ARTHA GRAHA INTERNASIONAL TBK

Jakarta, Juni/June 2020

Dewan Komisaris,
Board of Commissioners,

Kiki Syahnakri
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

Tomy Winata
Wakil Komisaris Utama
Vice President Commissioner

Sugianto Kusuma
Wakil Komisaris Utama
Vice President Commissioner

Nicolaus Eko Riwayanto
Komisaris Independen
Independent Commissioner

Kami, yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Artha Graha Internasional Tbk tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Bank.

Demikian pernyataan ini dibuat dengan sebenarnya.

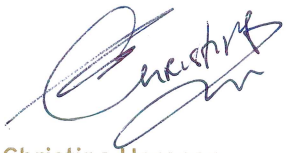
We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Artha Graha Internasional Tbk for year 2019 has been fully contained and we shall be fully responsible to the correctness of contents in the Annual Report of the Bank.

This statement is hereby made in all truthfulness.

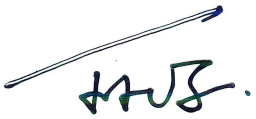
Direksi,
Board of Directors,



Andy Kasih
Direktur Utama
President Director



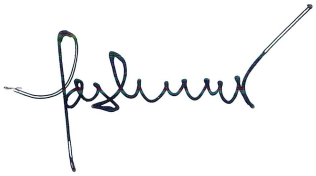
Christina Harapan
Wakil Direktur Utama
Vice President Director



Indra S Budianto
Direktur
Director



Anas Latief
Direktur Kepatuhan dan Independen
Director of Compliance and Independent



Indrastomo Nugroho
Direktur
Director

PT BANK ARTHA GRAHA INTERNASIONAL Tbk

LAPORAN KEUANGAN
PADA DAN UNTUK TAHUN YANG BERAKHIR TANGGAL
31 DESEMBER 2019
BESERTA LAPORAN AUDITOR INDEPENDEN

FINANCIAL STATEMENTS
AS OF AND FOR THE YEAR ENDED
DECEMBER 31, 2019
WITH INDEPENDENT AUDITORS' REPORT

BANK ARTHA GRAHA INTERNASIONAL

PT BANK ARTHA GRAHA INTERNASIONAL Tbk.
GEDUNG ARTHA GRAHA
Kawasan Niaga Terpadu Sudirman (SCBD)
Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190
Phone : +62-21-515-2168 (H)
Facsimile : +62-21-515-3157
website : www.arthagraha.com

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN TANGGAL 31 DESEMBER 2019 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT

PT BANK ARTHA GRAHA INTERNASIONAL Tbk

Kami yang bertanda tangan di bawah ini:

1. Nama : Andy Kasih
   Alamat kantor : Gedung Artha Graha Lantai 5
   Kawasan Niaga Terpadu Sudirman
   Jalan Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Alamat domisili : Jalan Melawai XI/56
   RT 003, RW 004, Melawai,
   Kecamatan Kebayoran Baru,
   Jakarta Selatan
   Nomor telepon : 021 - 5152168
   Jabatan : Direktur Utama

2. Nama : Indrastomo Nugroho
   Alamat kantor : Gedung Artha Graha Lantai 5
   Kawasan Niaga Terpadu Sudirman
   Jalan Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Alamat domisili : Jalan Trulek III Blok HG.13 No.41
   RT 003, RW 008, Parigi,
   Kecamatan Pondok Aren,
   Tangerang Selatan
   Nomor telepon : 021 - 5152168
   Jabatan : Direktur

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Artha Graha Internasional Tbk ("Bank");
2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan Bank telah diungkapkan secara lengkap dan benar;
   b. Laporan keuangan Bank tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal Bank.

Demikian pernyataan ini dibuat dengan sebenarnya.

BOARD OF DIRECTORS' STATEMENT LETTER REGARDING THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS AS OF DECEMBER 31th, 2019 AND FOR THE YEAR THEN ENDED

PT BANK ARTHA GRAHA INTERNASIONAL Tbk

We, the undersigned:

1. *Name* : *Andy Kasih*
   Office address : *Gedung Artha Graha 5th Floor*
   Sudirman Central Business District
   Jalan Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Residential address : *Jalan Melawai XI/56*
   RT 003, RW 004, Melawai,
   Kecamatan Kebayoran Baru,
   Jakarta Selatan
   Telephone : *021 - 5152168*
   Title : *President Director*

2. *Name* : *Indrastomo Nugroho*
   Office address : *Gedung Artha Graha 5th Floor*
   Sudirman Central Business District
   Jalan Jenderal Sudirman Kav. 52-53
   Jakarta 12190
   Residential address : *Jalan Trulek III Blok HG.13 No.41*
   RT 003, RW 008, Parigi,
   Kecamatan Pondok Aren,
   Tangerang Selatan
   Telephone : *021 - 5152168*
   Title : *Director*

declare that:

1. *We are responsible for the preparation and presentation of the financial statements of PT Bank Artha Graha Internasional Tbk ("Bank");*
2. *The financial statements of the Bank have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information in the financial statements of the Bank has been disclosed in a complete and truthful manner;*
   b. The financial statements of the Bank do not contain any incorrect information or material facts, nor do they omit any information or material facts;
4. *We are responsible for the Bank's internal control system.*

This statement has been made truthfully.

Jakarta, 13 Mei 2020 / *May 13th, 2020*

Atas nama dan mewakili Direksi / *For and on behalf of the Board of Directors*

METERAI TEMPEL 7722DAHF254961138 10000

Andy Kasih
Direktur Utama/
President Director

Indrastomo Nugroho
Direktur/
Director

PT BANK ARTHA GRAHA INTERNASIONAL, Tbk

DAFTAR ISI / *TABLE OF CONTENTS*

	Hal / Pages
LAPORAN AUDITOR INDEPENDEN / *INDEPENDENT AUDITORS' REPORT*	i – ii
LAPORAN POSISI KEUANGAN / *STATEMENTS OF FINANCIAL POSITION*	1 – 2
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN/ *STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME*	3 – 4
LAPORAN PERUBAHAN EKUITAS */ STATEMENTS OF CHANGES IN EQUITY*	5
LAPORAN ARUS KAS */ STATEMENTS OF CASH FLOWS*	6
CATATAN ATAS LAPORAN KEUANGAN */ NOTES TO FINANCIAL STATEMENTS*	7 – 159

KANAKA PURADIREDJA, SUHARTONO
Branch Jakarta Pusat
Branch license No. 561/KM.1/2019
Wisma Bumiputera, 12th Floor
Jl. Jend. Sudirman Kav 75, Setiabudi
Jakarta Pusat 12910
P. 62-21-5224 581 F. 62-21-5224 582
E. nexiasudirman@kanaka.co.id
www.kanaka.co.id

Laporan Auditor Independen

Independent Auditors' Report

Ref: 00108/3.0409/AU.1/07/0126-3/1/V/2020

Kepada Yth,
Para Pemegang Saham, Komisaris dan Direksi
PT Bank Artha Graha Internasional, Tbk

To:
The Shareholders, Commissioners and Directors of
PT Bank Artha Graha Internasional, Tbk

Kami telah mengaudit laporan keuangan PT Bank Artha Graha Internasional, Tbk ("Bank") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, serta laporan laba-rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying financial statements of PT Bank Artha Graha Internasional, Tbk (the "Bank"), which comprise the statement of financial position as of December 31, 2019, and the statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year ended and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Financial Accounting Standards in Indonesia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan bebas dari kesalahan penyajian material.

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves perfoming procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriteness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

MEMBER OF THE FORUM OF FIRMS

NEXIA KPS - Kanaka Puradiredja, Suhartono is a member firm of the "Nexia International" network. ©2021 Nexia International Limited. All right reserved. Nexia International Limited does not deliver services in its own name or otherwise. Nexia International Limited and the member firms of the Nexia International network (including those members which include the word NEXIA) are not part of a worldwide partnership. Member firms of the Nexia International network are independently owned and operated. Nexia International Limited does not accept any responsibility for the commission of any act, or omission on the part of the content in this document or any documentation and external links provided. The trade marks NEXIA INTERNATIONAL, NEXIA and the NEXIA logo are owned by Nexia International Limited and used under licence. References to Nexia or Nexia International are to Nexia International Limited or to the "Nexia International" network firms, as the context may dictate. For more information visit www.nexia.com

Jakarta Pusat | Jakarta Barat | Jakarta Selatan | Medan | Surabaya | Semarang

Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank Artha Graha Internasional, Tbk tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Penekanan suatu hal

Sebagaimana diungkapkan pada catatan 48a atas laporan keuangan terlampir, efektif 1 Januari 2020 Bank telah menerapkan PSAK 71 "instrumen keuangan" dengan membukukan tambahan cadangan kerugian penurunan nilai (CKPN) kredit yang diberikan sebesar Rp1.290.275 juta yang telah mengurangi saldo laba ditahan pada komponen ekuitas dan akan mengurangi rasio kewajiban penyediaan modal minimum sekitar 3%. Opini kami tidak dimodifikasi sehubungan dengan hal tersebut.

Sebagaimana diungkapkan pada catatan 48b atas laporan keuangan, pada awal tahun 2020, perekonomian Indonesia menghadapi ketidakpastian akibat dari pandemi global dan Covid-19. Perihal dampak masa depan terhadap Bank belum dapat diperkirakan dan diungkapkan dalam laporan keuangan.

Opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Bank Artha Graha Internasional, Tbk as of December 31, 2019, and their financial performance and cash flows for the year ended, in accordance with Indonesian Financial Accounting Standards.

Emphasis of matter

As disclosed in note 48a to the attached financial statements, effective January 1, 2020 the Bank has implemented PSAK 71 "financial instruments" by recording an additional allowance for impairment losses (CKPN) of loans amounting to Rp1,290,275 million which reduce the retained earnings in the equity component and will reduce the the minimum capital adequacy ratio about 3%. Our opinion is not modified in this regard.

As disclosed in note 48b to the attached financial statements, in early 2020, the Indonesian economy faced uncertainty as a result of the global pandemic and Covid-19. The future impact on the Bank cannot be estimated and disclosed in the financial statements.

KANAKA PURADIREDJA, SUHARTONO

Florus Daeli, MM., CPA
Nomor Izin Akuntan Publik No. AP. 0126
License of Public Accountant No. AP. 0126
Ref: 00108/3.0409/AU.1/07/0126-3/1/V/2020
Jakarta, 13 Mei 2020 / *May 13, 2020*

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
LAPORAN POSISI KEUANGAN
31 Desember 2019
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
STATEMENT OF FINANCIAL POSITION
December 31, 2019
(Expressed in million Rupiah, unless otherwise specified)

	Catatan/ *Notes*	**2019**	**2018**	
ASET				***ASSETS***
Kas	4, 44	320.052	379.176	*Cash*
Giro pada Bank Indonesia	5, 44	1.491.352	1.387.519	*Current accounts in Bank Indonesia*
Giro pada bank lain – bersih	6, 44	364.823	324.357	*Net current accounts in other banks*
Penempatan pada Bank Indonesia dan bank lain	7, 44	1.639.873	2.203.102	*Placements with Bank Indonesia and other banks*
Efek-efek	8, 44	1.825.746	1.740.427	*Securities*
Efek-efek yang dibeli dengan janji dijual kembali	9	1.637.441	764.958	*Securities purchased under agreement to resell*
Tagihan derivatif	10, 44	6.910	657	*Derivative receivables*
Kredit yang diberikan– setelah dikurangi cadangan kerugian penurunan nilai pada 31 Desember 2019 dan 2018 masing- masing sebesar Rp277.410 dan Rp588.319	13, 44	13.459.487	15.076.319	*Loan– net allowance for impairment losses as of December 31, 2019 and 2018 amounting to amounting to Rp277.410 and Rp588.319, Respectively*
Pendapatan bunga yang masih akan diterima	11, 44	131.194	130.071	*Accrued interest receivable*
Pajak dibayar dimuka	22a	37.186	24.806	*Prepaid taxes*
Biaya dibayar dimuka	12	206.966	162.243	*Prepaid expenses*
Tagihan akseptasi	14, 44	48.409	35.056	*Acceptance receivables*
Penyertaan saham	15	137	137	*Investment in shares of stock*
Aset tetap – setelah dikurangi akumulasi penyusutan pada 31 Desember 2019 dan 2018 masing-masing sebesar Rp174.584 dan Rp168.555	16	2.029.527	2.053.140	*Fixed assets - net of accumulated depreciation as of December 31, 2019 and 2018 amounting to Rp174,584 and Rp168,555., respectively*
Aset takberwujud – bersih	17	43.996	51.317	*Intangible assets – net*
Agunan yang diambil alih – bersih	18	2.051.119	1.551.262	*Foreclosed asset – net*
Aset pajak tangguhan	22c	67.659	51.533	*Deferred tax assets*
Aset lain-lain	18, 44	170.164	89.108	*Others assets*
JUMLAH ASET		**25.532.041**	**26.025.188**	***TOTAL ASSETS***

	Catatan/ *Notes*	2019	2018	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Liabilitas segera	19, 44	77.322	72.847	*Liabilities due immediately*
Simpanan dari nasabah	20, 44, 37	20.249.792	20.455.053	*Deposit from customers*
Simpanan dari bank lain	21, 44	9.409	297.062	*Deposits from other banks*
Liabilitas derivatif	10, 44	-	320	*Derivative liabilities*
Liabilitas akseptasi	14, 44	48.409	35.056	*Acceptance payables*
Utang pajak	22b	10.530	11.205	*Taxes payable*
Bunga masih harus dibayar	23, 44	77.452	65.960	*Accrued interest payable*
Pinjaman subordinasi	26, 44	-	101.955	*Subordinated loan*
Liabilitas imbalan pasca kerja	25	240.599	268.284	*Post employments benefit liabilities*
Liabilitas lain-lain	24, 44	282.293	130.335	*Other liabilities*
JUMLAH LIABILITAS		**20.995.806**	**21.438.077**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp 110,88 (nilai penuh) per saham Modal dasar – 52.310.000.000 saham Modal ditempatkan dan disetor penuh - 15.796.193.049 saham pada tanggal 31 Desember 2019 dan 2018	27	1.751.482	1.751.482	*Share capital - Rp 110.88 (full amount) par value per share authorized 52,310,000,000 shares issued and fully paid 15,796,193,049 shares as December 31, 2019 and 2018*
Tambahan modal disetor	28	414.753	414.753	*Additional paid-in capital*
Revaluasi aset tetap	16	1.303.818	1.303.818	*Revaluation surplus of fixed assets*
Pengukuran kembali program imbalan pasti setelah dikurangi pajak		4.505	4.524	*Remeasuremet of defined benefits program after tax*
Keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual, setelah pajak	8	(1.407)	(8.895)	*Unrealized gain on changes in fair value of available for sale securities, net of tax*
Saldo laba		1.063.084	1.121.429	*Retaned earnings*
JUMLAH EKUITAS		**4.536.235**	**4.587.111**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**25.532.041**	**26.025.188**	***TOTAL LIABILITIES AND EQUITY***

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir Tanggal 31 Desember 2019
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2019
(Expressed in million Rupiah, unless otherwise specified)

	Catatan/ *Notes*	2019	2018	
PENDAPATAN (BEBAN) OPERASIONAL				***OPERATING INCOME (EXPENSES)***
Pendapatan bunga	29, 37	1.976.522	2.263.784	*Interest income*
Beban bunga	30, 37	(1.049.601)	(1.065.854)	*Interest expense*
Pendapatan bunga – bersih		**926.921**	**1.197.930**	***Interest income – net***
Pendapatan operasional lainnya				*Other operating income*
Administrasi		47.810	37.268	*Administrative*
Keuntungan dari perubahan nilai wajar atas aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi – bersih	8	597	1.126	*Gain from changes in fair value of financial assets at fair value through profit and loss – net*
Provisi dan komisi lainnya		29.698	21.736	*Other fees and commissions*
Keuntungan dari transaksi mata uang asing – bersih		28.672	13.700	*Gain from foreign exhange transactions – net*
Jumlah pendapatan operasional lainnya		106.777	73.830	*Total other operating income*
Beban operasional lainnya				*Other operating expenses*
Beban tenaga kerja	31, 37	(363.989)	(419.322)	*Personnel expenses*
Beban operasi	32, 37	(394.986)	(451.623)	*Operating expenses*
Beban umum dan administrasi	33	(118.323)	(130.995)	*General and administrative expenses*
Beban penyisihan kerugian penurunan nilai aset keuangan dan non keuangan – bersih	34	(228.415)	(183.706)	*Provision of impairment losses on financial and non financial assets – net*
Jumlah beban operasional lainnya		(1.105.713)	(1.185.646)	*Total other operating expenses*
LABA OPERASIONAL		**(72.015)**	**86.114**	***INCOME FROM OPERATIONS***
BEBAN NON OPERASIONAL - BERSIH	35	**(4.324)**	**(11.778)**	***NON-OPERATING EXPENSE – NET***
LABA (RUGI) SEBELUM PAJAK PENGHASILAN		**(76.339)**	**74.336**	***PROFIT (LOSS) BEFORE INCOME TAX***
MANFAAT (BEBAN) PAJAK PENGHASILAN				***INCOME TAX BENEFIT (EXPENSES)***
Pajak kini	22c	-	(21.387)	*Current tax*
Pajak tangguhan		17.994	672	*Deferred tax*
		17.994	**(20.715)**	
LABA (RUGI) TAHUN BERJALAN		**(58.345)**	**53.621**	***PROFIT (LOSS) FOR THE YEAR***

	Catatan/ *Notes*	2019	2018	
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				***Items that will not be reclassified to profit or loss:***
Pengukuran kembali program imbalan pasti	25	(24)	43.120	*Remeasurement of defined benefits program*
Pajak penghasilan terkait	22c	5	(8.624)	*Related income tax*
Sub jumlah		(19)	34.496	*Sub total*
Pos yang akan direklasifikasi ke laba rugi :				***Items that will be reclassified to profit or loss:***
Perubahan nilai wajar efek-efek yang tersedia untuk dijual	8	9.360	(11.148)	*Changes in fair value of available-for-sale securities*
Pajak penghasilan terkait	22c	(1.872)	2.230	*Related income tax*
Sub jumlah		7.488	(8.918)	*Sub total*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**(50.876)**	**79.199**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA (RUGI) PER SAHAM DASAR (Rupiah penuh)	**36**	**(3,69)**	**3,39**	***BASIC EARNINGS (LOSS) PER SHARE (full Rupiah amount)***

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun yang Berakhir Tanggal 31 Desember 2019
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ARTHA GRAHA INTERNASIONAL Tbk
STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2019
(Expressed in million Rupiah, unless otherwise specified)

	Catatan/ *Notes*	Modal saham -ditempatkan dan disetor penuh/ *Share capital - authorized issued and fully paid*	Tambahan modal disetor bersih/ *Additional paid in capital – net*	Surplus revaluasi aset - bersih/ *Revaluation surplus of fixed assets – net*	Keuntungan yang belum direalisasi atas wajar efek-efek untuk dijual - setelah pajak/ *Unrealized gain on changes in fair value of available-for-sale securities - net of tax*	Pengukuran kembali program imbalan pasti setelah dikurangi pajak/ *Remeasuremet of defined benefits program after tax*	Saldo laba/ *Retained Earnings*	Jumlah ekuitas/ *Total equity*	
Saldo per 1 Januari 2018		**1.751.482**	**414.753**	**1.303.818**	**23**	**(29.972)**	**1.067.808**	**4.507.912**	***Balance as of January 1, 2018***
Laba tahun berjalan		-	-	-	-	-	53.621	**53.621**	*Profit for the current year*
Penghasilan komprehensif lainnya		-	-	-	(8.918)	34.496	-	**25.578**	*Other comprehensive income*
Saldo per 31 Desember 2018		**1.751.482**	**414.753**	**1.303.818**	**(8.895)**	**4.524**	**1.121.429**	**4.587.111**	***Balance as of December 31, 2018***
Rugi tahun berjalan		-	-	-	-	-	(58.345)	**(58.345)**	*Loss for the year*
Penghasilan komprehensif lainnya		-	-	-	7.488	(19)	-	**7.469**	*Other comprehensive income*
Saldo per 31 Desember 2019		**1.751.482**	**414.753**	**1.303.818**	**(1.407)**	**4.505**	**1.063.084**	**4.536.235**	***Balance as of December 31, 2019***

Catatan atas Laporan Keuangan terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan

The accompanying Notes to Financial Statements for an integral part of the Financial Statements taken as a whole,

	Catatan/ *Notes*	2019	2018	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga		2.005.097	2.309.967	*Receipts of interest*
Pembayaran bunga		(1.119.165)	(1.075.822)	*Payment of interest*
Pembayaran beban tenaga kerja		(391.699)	(366.095)	*Payment of personal expenses*
Pembayaran beban umum dan administrasi		(560.594)	(49.359)	*Payment of general and administrative expenses*
Pembayaran pajak penghasilan badan		-	(33.381)	*Payment of corporate income tax*
Pembayaran beban operasional		(331.852)	(500.211)	*Payment of operating expenses*
Pembayaran beban non-operasional lainnya – bersih		(6.760)	(9.548)	*Payment of non-operating expenses – net*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi		(404.973)	275.551	***Cash flow before changes in operating assets and liabilities***
Penurunan (penambahan) aset operasi:				*Decrease (increase) in operating assets:*
Kredit yang diberikan		849.953	2.296.788	*Loans*
Aset lain-lain		481.082	260.658	*Other assets*
Penambahan (penurunan) liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	19	4.475	(6.331)	*Liabilities due immediately*
Simpanan nasabah	20	(205.261)	(1.821.183)	*Deposit from customer*
Simpanan dari bank lain	21	(287.652)	115.334	*Deposit from other banks*
Beban akrual dan liabilitas lain-lain		151.281	48.130	*Accrued expenses and other liabilitites*
Kas bersih diperoleh dari aktivitas operasi		**588.905**	**1.168.947**	***Net cash provided from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTMENT ACTIVITIES***
Hasil penjualan aset tetap	16	14.059	3.334	*Proceeds from sale of fixed assets*
Penjualan (pembelian) efek-efek - bersih	8	(76.068)	1.212.256	*Sale (purchase) of marketable securities – net*
Efek-efek yang dibeli dengan janji dijual kembali		(872.483)	(764.958)	*Securities purchased under agreement to resell*
Perolehan aset tetap	16	(16.271)	(19.538)	*Acquisition of fixed assets*
Kas bersih diperoleh dari (digunakan untuk) aktivitas investasi		**(950.763)**	**431.094**	***Net cash provided from (used in) investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran pinjaman subordinasi	26	(101.955)	(101.955)	*Payment of subordinated loan*
Kas bersih digunakan untuk aktivitas pendanaan		**(101.955)**	**(101.955)**	***Net cash used in financing activities***
KENAIKAN (PENURUNAN) KAS DAN SETARA KAS		**(463.813)**	**1.498.086**	***INCREASE (DECREASE) CASH AND CASH EQUIVALENTS***
Pengaruh perubahan kurs mata uang asing		(14.260)	23.091	*Effect of foreign currency exchange rate changes*
KAS DAN SETARA KAS AWAL TAHUN		**4.294.493**	**2.773.316**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN		**3.816.420**	**4.294.493**	***CASH AND CASH EQUIVALENTS AT THE END OF YEAR***
Kas dan setara kas terdiri dari:				*Cash and cash equivalents at the end of year consist of:*
Kas	4	320.052	379.176	*Cash*
Giro pada bank indonesia	5	1.491.352	1.387.519	*Current accounts with bank indonesia*
Giro pada bank lain	6	365.143	324.696	*Current account with other banks*
Penempatan pada bank indonesia dan bank lain yang jatuh tempo dalam 3 bulan dari tanggal akuisisi	7	1.639.873	2.203.102	*Placements with Bank Indonesia and other banks that will mature within 3 months from the date acquisition*
Jumlah		**3.816.420**	**4.294.493**	***Total***

1. UMUM

a. Pendirian dan Informasi Umum

PT Bank Artha Graha Internasional Tbk ("Bank") semula didirikan dengan nama PT Inter-Pacific Financial Corporation berdasarkan Akta No. 12 tanggal 7 September 1973 dan Akta Perubahan No. 26 tanggal 13 Desember 1974 yang dibuat di hadapan Bagijo, SH, pengganti dari Eliza Pondaag, SH, Notaris di Jakarta. Anggaran Dasar Bank tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. Y.A.5/2/12 tanggal 3 Januari 1975 dan telah didaftarkan dalam Buku Register di Kantor Pengadilan Negeri Jakarta di bawah No. 119 dan No. 120, keduanya tanggal 11 Januari 1975, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 6 Tambahan No. 47 tanggal 21 Januari 1975.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan, terakhir dengan Akta No. 304 tanggal 20 Desember 2016 yang dibuat di hadapan Dr. Irawan Soerodjo, SH, MSi, Notaris di Jakarta, antara lain, mengenai peningkatan modal ditempatkan dan disetor Bank (Catatan 26). Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Laporan Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0110476 tanggal 21 Desember 2016.

Sesuai dengan Pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah melakukan kegiatan usaha sebagai bank umum sesuai dengan Undang-Undang dan peraturan yang berlaku.

Bank memulai operasi komersial sebagai lembaga keuangan bukan bank pada bulan Januari 1975, selanjutnya melakukan operasi komersial sebagai bank umum pada tanggal 24 Februari 1993 berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. 176/KMK.017/1993, perizinan tersebut diubah dengan terlaksananya penggabungan usaha (merger) PT Bank Artha Graha ke dalam PT Bank Inter-Pacific Tbk yang mendapatkan pernyataan efektif dari Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) berdasarkan Surat Ketua Bapepam dan LK No. S-769/PM/2005 tanggal 13 April 2005, serta memperoleh persetujuan Bank Indonesia berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 7/32/KEP.GB1/2005 tanggal 15 Juni 2005 tentang Pemberian Izin Penggabungan Usaha (merger) PT Bank Artha Graha ke dalam PT Bank Inter-Pacific Tbk. Izin usaha PT Bank Inter-Pacific Tbk diubah berdasarkan Surat Keputusan Gubernur Bank Indonesia No. 7/49/KEP.GBI/2005 tanggal 16 Agustus 2005 tentang Perubahan Izin Usaha Atas Nama PT Bank Inter-Pacific Tbk menjadi Izin Usaha Atas Nama PT Bank Artha Graha Internasional Tbk.

1. GENERAL

a. Establishment and General Information

PT Bank Artha Graha Internasional Tbk ("the Bank") initially was established under the name of PT Inter-Pacific Financial Corporation based on Deed No. 12 dated September 7, 1973 and Amendment Deed No. 26 dated December 13, 1974 which made in front of Bagijo, SH, substitute notary of Eliza Pondaag, SH, Notary in Jakarta. The Bank's Articles of Association was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. Y.A.5/2/12 dated January 3, 1975 and has been registered in the Register Book of Jakarta District Court Office under No. 119 and No. 120, both dated January 11, 1975, and was published in the State Gazette of the Republic of Indonesia No. 6 Supplement No. 47 dated January 21, 1975.

The Bank's Articles of Association have been amended several times, the most recently is by Deed No. 304 dated December 20, 2016 of Dr. Irawan Soerodjo, SH, MSi, Notary in Jakarta, concerning, among others, the change in the Bank's issued and fully paid capital (Note 26). This amendment has been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights Department of the Republic of Indonesia under Admission Notification Amendment No. AHU-AH.01.03-0110476 dated December 21, 2016.

According to Article 3 of the Bank's Articles of Association, the Bank's scope of activities is to engage in general banking services in accordance with prevailing Laws and regulations.

The Bank started its commercial activities as a non-bank financial institution in January 1975, and then engaged in general banking services dated February 24, 1993 based on Decision Letter of the Ministry of Finance of the Republic of Indonesia No. 176/KMK.017/1993, the license changed due to merger of PT Bank Artha Graha into PT Bank Inter-Pacific Tbk which obtained an effective statement from the Capital Market and Financial Institution SupervisoryAgency (Bapepam and LK) in Letter of Bapepam and LK Chairman No. S-769/PM/2005 dated April 13, 2005, and obtained approval from Bank Indonesia in Decision Letter of Bank Indonesia Governor No. 7/32/KEP.GB1/2005 dated June 15, 2005 about Granting Merger Approval of PT Bank Artha Graha into PT Bank Inter-Pacific Tbk. The license of PT Bank Inter-Pacific Tbk was changed based on Decision Letter of Bank Indonesia Governor No. 7/49/KEP.GBI/2005 dated August 16, 2005 regarding The Change of Business License on behalf of PT Bank Inter-Pacific Tbk become PT Bank Artha Graha Internasional Tbk.

1. UMUM (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Kantor Pusat Bank terletak di Gedung Artha Graha, Kawasan Niaga Terpadu Sudirman, Jalan Jenderal Sudirman Kav. 52-53, Jakarta Selatan. Bank memiliki kantor pusat operasional, kantor cabang, kantor cabang pembantu, kantor kas, payment point, Anjungan Tunai Mandiri (ATM) sebagai berikut (tidak diaudit):

	2019	2018	
Kantor pusat operasional	1	1	*Operational head office*
Kantor cabang	32	34	*Branches*
Kantor cabang pembantu	54	58	*Sub branches*
Kantor kas	4	8	*Cash offices*
Payment points	7	10	*Payment points*
Anjungan Tunai Mandiri (ATM)	147	149	*Automatic Teller Machines (ATM)*

Kantor cabang, kantor cabang pembantu, kantor kas, payment points dan ATM berlokasi di berbagai pusat bisnis yang tersebar di seluruh Indonesia, antara lain, di DKI Jakarta, Jawa Barat, Banten, Jawa Tengah, Jawa Timur, Bali, Sumatera Utara, Sumatera Selatan, Riau, Kepulauan Riau, Jambi, Kepulauan Babel, Lampung, Kalimantan Timur, Kalimantan Barat, Kalimantan Selatan, Sulawesi Selatan, Sulawesi Utara, Sulawesi Tenggara, Kupang, Maluku Utara Ternate, Maluku-Ambon.

b. Penawaran Umum Saham Bank

Pada tanggal 10 Juli 1990, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) berdasarkan Surat No. SI-124/SHM/MK.10/1990 untuk melakukan Penawaran Umum Saham Perdana kepada masyarakat sejumlah 5.000.000 saham dengan nilai nominal Rp1.000 (Rupiah penuh) per saham yang merupakan 20% dari modal yang ditempatkan. Pada tanggal 23 Agustus 1990, saham tersebut masing-masing dicatatkan pada Bursa Efek Jakarta dan Bursa Efek Surabaya. Pada tanggal 19 April 1999, Bursa Efek Surabaya menyetujui permohonan Bank untuk membatalkan pencatatan saham Bank di Bursa Efek Surabaya.

Pada tanggal 24 September 1999, Bank memperoleh pernyataan efektif dari Ketua Bapepam berdasarkan Surat No. S-1761/PM/1999 untuk melakukan Penawaran Umum Terbatas (PUT) I kepada para pemegang saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 9.625.000.000 saham seri B dengan nilai nominal Rp15 (Rupiah penuh) per saham dan harga penawaran Rp100 (Rupiah penuh) per saham. Pada tanggal 27 September 1999, saham tersebut telah dicatatkan pada Bursa Efek Jakarta.

1. GENERAL (continued)

a. Establishment and General Information (continued)

The Bank's Head Office is located at Artha Graha Building, Sudirman Commercial Business District, Jalan Jenderal Sudirman Kav. 52-53, South Jakarta. The Bank has operational head office, branches, sub branches, cash offices, payment points, Automatic Teller Machines (ATM) as follows (unaudited):

The branches, sub branches, cash offices, payment points and ATM are located in various major business centers throughout Indonesia , among others, DKI Jakarta, Jawa Barat, Banten, Jawa Tengah, Jawa Timur, Bali, Sumatera Utara, Sumatera Selatan, Riau, Kepulauan Riau, Jambi, Kepulauan Babel, Lampung, Kalimantan Timur, Kalimantan Barat, Kalimantan Selatan, Sulawesi Selatan, Sulawesi Utara, Sulawesi Tenggara, Kupang, Maluku Utara Ternate, Maluku-Ambon.

b. Public Offering of the Bank's Shares

On July 10, 1990, the Bank obtained an effective statement from the Chairman of the Capital Market Supervisory Agency (Bapepam) in its Letter No. SI-124/SHM/MK.10/1990 to conduct Initial Public Offering of 5,000,000 shares with par value of Rp1,000 (full Rupiah amount) per share that was 20% of paid-up capital. On August 23, 1990, the shares were listed on the Jakarta Stock Exchange and Surabaya Stock Exchange, respectively. On April 19, 1999, the Surabaya Stock Exchange approved the Bank's application to delist its shares in the Surabaya Stock Exchange.

On September 24, 1999, the Bank obtained an effective statement from the Chairman of Bapepam in its Letter No. S-1761/PM/1999 to conduct Limited Public Offering (LPO) I to its shareholders with Pre-emptive Rights of 9,625,000,000 series B shares with par value of Rp15 (full Rupiah amount) per share and offering price of Rp100 (full Rupiah amount) per share. On September 27, 1999, these shares were listed in the Jakarta Stock Exchange.

1. UMUM (lanjutan)

b. Penawaran Umum Saham Bank

Pada tanggal 17 April 2007, Bank memperoleh pernyataan efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) berdasarkan Surat No. S-1746/BL/2007 untuk melakukan PUT II kepada para pemegang saham dalam rangka penerbitan HMETD sejumlah 840.007.286 saham dengan nilai nominal Rp 110,88 (Rupiah penuh) per saham dan harga penawaran Rp 115 (Rupiah penuh) per saham. Pada tanggal 2 Mei 2007, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 1 Desember 2008, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-8684/BL/2008 untuk melakukan PUT III kepada para pemegang saham dalam rangka penerbitan HMETD sejumlah 2.695.025.224 saham dengan nilai nominal Rp110,88 (Rupiah penuh) per saham dan harga penawaran Rp111,00 (Rupiah penuh) per saham. Pada tanggal 7 Januari 2009, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 5 Desember 2012, Bank memperoleh pernyataan efektif dari Ketua Bapepam dan LK berdasarkan Surat No. S-13878/BL/2012 untuk melakukan PUT IV kepada para pemegang saham dalam rangka penerbitan HMETD sejumlah 4.513.198.014 saham dengan nilai nominal sebesar Rp110,88 (Rupiah penuh) per saham dan harga penawaran sebesar Rp111,00 (Rupiah penuh) per saham. Pada tanggal 21 Desember 2012, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Pada tanggal 23 November 2016, Bank memperoleh pernyataan efektif dari Kepala Eksekutif Pengawas Pasar Modal Otoritas Jasa Keuangan berdasarkan Surat No. S-682/D.04/2016 untuk melakukan PUT V kepada para pemegang saham dalam rangka penerbitan HMETD sejumlah 2.707.918.808 saham dengan nilai nominal sebesar Rp110,88 (Rupiah penuh) per saham dan harga penawaran sebesar Rp111,00 (Rupiah penuh) per saham. Pada tanggal 2 Desember 2016, saham tersebut telah dicatatkan pada Bursa Efek Indonesia.

Berikut adalah kronologis jumlah saham Bank yang ditempatkan dan disetor penuh serta saham yang dicatatkan pada Bursa Efek Indonesia sejak Penawaran Umum Saham Perdana sampai dengan tanggal 31 Desember 2019:

1. GENERAL (continued)

b. Public Offering of the Bank's Shares

On April 17, 2007, the Bank obtained an effective statement from the Chairman of Capital Market and Financial Institution Supervisory Agency (Bapepam and LK) in its Letter No. S-1746/BL/2007 to conduct LPO II to its shareholders with Pre-emptive Rights of 840,007,286 shares with par value of Rp 110.88 (full Rupiah amount) per share and offering price of Rp 115 (full Rupiah amount) per share. On May 2, 2007, these shares were listed in the Indonesia Stock Exchange.

On December 1, 2008, the Bank obtained an effective statement from the Chairman of Bapepam and LK in its Letter No. S-8684/BL/2008 to conduct LPO III to its shareholders with Pre-emptive Rights of 2,695,025,224 shares with par value of Rp110.88 (full Rupiah amount) per share and offering price of Rp111.00 (full Rupiah amount) per share. On January 7, 2009, these shares were listed in the Indonesia Stock Exchange.

On December 5, 2012, the Bank obtained an effective statement from the Chairman of Bapepam and LK in its Letter No. S-13878/BL/2012 to conduct LPO IV to its shareholders with Pre-emptive Rights of 4,513,198,014 shares with par value of Rp110.88 (full Rupiah amount) per share and offering price of Rp111.00 (full Rupiah amount) per share. On December 21, 2012, these shares were listed in the Indonesia Stock Exchange.

On November 23, 2016, the Bank obtained an effective statement from the Chief Executive of Capital Market Supervisory of Financial Services Authority in its Letter No. S-682/D.04/2016 to conduct LPO V to its shareholders with Pre-emptive Rights of 2,707,918,808 shares with par value of Rp110.88 (full Rupiah amount) per share and offering price of Rp111.00 (full Rupiah amount) per share. On December 2, 2016, these shares were listed in the Indonesia Stock Exchange.

The chronological overview of the Bank's issued and fully paid shares and also listed shares in the Indonesia Stock Exchange since the Initial Public Offering until December 31, 2019 is as follows:

1. UMUM (lanjutan)

b. Penawaran Umum Saham Bank (lanjutan)

Keterangan	Jumlah Saham/ *Number of shares*	*Description*
Saham yang berasal dari pencatatan saham perdana pada tahun 1990	5.000.000	*Shares from Initial Public Offering in 1990*
Saham pendiri pada tahun 1990	1.500.000	*Founders shares in 1990*
Saham pendiri pada tahun 1993	3.042.800	*Founders shares in 1993*
Saham bonus pada tahun 1993	9.542.800	*Bonus shares in 1993*
Saham pendiri pada tahun 1997	15.914.400	*Founders shares in 1997*
Saham bonus pada tahun 1998	8.750.000	*Bonus shares in 1998*
Penawaran Umum Terbatas I (PUT I) pada tahun 1999	6.737.500.000	*Limited Public Offering I (LPO I) in 1999*
Bagian yang tidak dapat dicatat (partial delisting) atas PUT I pada tahun 2000	(96.875.000)	*Partial delisting from LPO I in 2000*
Saham pendiri pada tahun 2001	2.906.250.000	*Founders shares in 2001*
Saham yang diterbitkan dalam rangka penggabungan usaha dengan PT Bank Artha Graha pada tahun 2005	20.347.234.677	*Issuance of shares in connection with the merger with PT Bank Artha Graha in 2005*
Pencatatan saham tambahan pada tahun 2007	2	*Listing additional shares in 2007*
Peningkatan nilai nominal saham dari Rp 18,48 per saham menjadi Rp 110,88 per saham melalui pengurangan jumlah saham pada tahun 2007	(24.948.216.399)	*Increase in par value from Rp 18.48 per share to Rp 110.88 per share through reduction of total shares in 2007*
Penawaran Umum Terbatas II (PUT II) pada tahun 2007	840.007.286	*Limited Public Offering II (LPO II) in 2007*
Bagian saham yang tidak dapat dicatat (partial delisting) atas PUT II	(8.400.073)	*Partial delisting from LPO II*
Penawaran Umum Terbatas III (PUT III) pada tahun 2008	2.695.025.224	*Limited Public Offering III (LPO III) in 2008*
Bagian saham yang tidak dapat dicatat (partial delisting) atas PUT III	(26.950.252)	*Partial delisting from LPO III*
Penawaran Umum Terbatas IV (PUT IV) pada tahun 2013	4.513.198.014	*Limited Public Offering IV (LPO IV) in 2013*
Bagian saham yang tidak dapat dicatat (partial delisting) atas PUT IV	(45.131.980)	*Partial delisting from LPO IV*
Penawaran Umum Terbatas V (PUT V) pada tahun 2016	2.707.918.808	*Limited Public Offering V (LPO V) in 2016*
Bagian saham yang tidak dapat dicatat (partial delisting) atas PUT V	(27.079.189)	*Partial delisting from LPO V*
Jumlah saham Bank yang tercatat di Bursa Efek Indonesia pada tanggal 31 Desember 2019	15.638.231.118	*Total Bank's listed shares in the Indonesia Stock Exchange as of December 31, 2019*

PT Cerana Arthaputra setuju untuk tidak dicatatkan sahamnya di Bursa efek sejumlah 1% dari jumlah saham yang dilakukan oleh PT Bank Artha Graha Internasional Tbk, sampai Penawaran Umum Terbatas V tahun 2016, yakni sebanyak-banyaknya 157.961.931 saham.

PT Cerana Arthaputra agrees not to be listed on the Stock Exchange of 1% of the total shares held by PT Bank Artha Graha Internasional Tbk, until Limited Public Offering V 2016, which is 157,961,931 shares.

c. Susunan Pengurus Bank dan Karyawan

Dewan Komisaris dan Direksi

Berdasarkan Akta Pernyataan Keputusan Rapat No. 9 tanggal 04 Juli 2019, susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2019 adalah sebagai berikut:

c. Composition of the Bank's Management and Employees

Board of Commissioners and Directors

Based on the Deed of Shareholder Resolution No. 9 dated July 04, 2019, the composition of the Bank's Boards of Commissioners and Directors as of December 31, 2019 is as follows:

Dewan Komisaris:		***Board of Commissioners:***
Komisaris Utama/ Komisaris Independen	Kiki Syahnakri	*President Commissioner/ Independent Commissioner*
Wakil Komisaris Utama	Tomy Winata	*Vice President Commissioner*
Wakil Komisaris Utama	Sugianto Kusuma	*Vice President Commissioner*
Komisaris Independen	Nicolaus Eko Riwayanto	*Independent Commissioner*

1. UMUM (lanjutan)

c. Susunan Pengurus Bank dan Karyawan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Direksi:		***Board of Directors:***
Direktur Utama	Andy Kasih	*President Director*
Wakil Direktur Utama	Christina Harapan	*Vice President Director*
Direktur	Indra Sintung Budianto	*Director*
Direktur	Indrastomo Nugroho	*Director*
Direktur Kepatuhan dan Independen	Anas Latief	*Compliance and Independent Director*

Berdasarkan Akta Pernyataan Keputusan Rapat No. 20 tanggal 16 Juni 2017, susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2018 adalah sebagai berikut:

Dewan Komisaris:		***Board of Commissioners:***
Komisaris Utama/ Komisaris Independen	Kiki Syahnakri	*President Commissioner/ Independent Commissioner*
Wakil Komisaris Utama	Tomy Winata	*Vice President Commissioner*
Wakil Komisaris Utama	Sugianto Kusuma	*Vice President Commissioner*
Komisaris Independen	Edijanto	*Independent Commissioner*
Komisaris	Richard Halim Kusuma *)	*Commissioner*
Komisaris	Elizawatie Simon *)	*Commissioner*
Komisaris Independen	Nicolaus Eko Riwayanto *)	*Independent Commissioner*

Direksi:		***Board of Directors:***
Direktur Utama	Andy Kasih	*President Director*
Wakil Direktur Utama	Christina Harapan *)	*Vice President Director*
Direktur	Andry Siantar **)	*Director*
Direktur	Indra Sintung Budianto	*Director*
Direktur	Anas Latief	*Director*
Direktur Kepatuhan dan Independen	Abdul Harris C.J Simbolon *)	*Compliance and Independent Director*
Direktur	Tomy Jongelis *)	*Director*
Director	Indrastomo Nugroho *)	*Director*

*) Akan berlaku efektif sejak memperoleh persetujuan dari Otoritas Jasa Keuangan (OJK) atas penilaian kemampuan dan kepatutan *(fit and proper test)*.
**) Masih menjabat sebagai Direktur Kepatuhan dan Independen sampai efektifnya pengangkatan Abdul Harris C.J Simbolon sebagai Direktur Kepatuhan dan Independen.

Komite Audit, Komite Pemantau Risiko dan Komite Remunerasi dan Nominasi

Komite Audit

Berdasarkan Keputusan Dewan Komisaris tanggal 26 Agustus 2019 dan 3 Juli 2018 dengan Surat Keputusan Komisaris No.002/KOM-BAGI/VIII/2019 dan Surat Keputusan Direksi No. SK-MT/SDM/2132/VII/18 tanggal 3 Juli 2018, susunan Komite Audit pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	2019	**2018**	
Ketua	Kiki Syahnakri	Kiki Syahnakri	*Chairman*
Anggota	Nicolaus Eko Riwayanto	Edijanto	*Member*
Anggota	Edijanto	Nicolaus Eko Riwayanto	*Member*
Anggota	-	Inge Suryani Purwita	*Member*

1. GENERAL (continued)

c. Composition of the Bank's Management and Employees (continued)

Board of Commissioners and Directors (continued)

Based on the Deed of Shareholder Resolution No. 20 dated June 16, 2017, the composition of the Bank's Boards of Commissioners and Directors as of December 31, 2018 is as follows:

**) Will be effective since obtain an approval from Financial Services Authority (OJK) on the fit and proper test.*
***) Still serves as Complience and Independent Director until the effective appointment of Abdul Harris C.J Simbolon as Complience and Independent Director.*

Audit Committee, Risk Monitoring Committee and Remuneration and Nomination Committee

Audit Committee

Based on the Decision of the Board of Commissioners dated August 26, 2019 and July 3, 2018 with Commissioner's Decree No.002/KOM-BAGI/VIII/ 2019 and Directors Decree No. SK-MT / SDM / 2132 / VII / 18 dated July 3, 2018, the composition of the Audit Committee as of December 31, 2019 and 2018 is as follows:

1. UMUM (lanjutan)

c. Susunan Pengurus Bank dan Karyawan (lanjutan)

Komite Pemantau Risiko

Berdasarkan Keputusan Dewan Komisaris tanggal 26 Agustus 2019 No. 002/KOM-BAGI/VIII/2019 dan 3 Juli 2018 No. 001/KOM-BAGI/VII/2018, susunan Komite Pemantau Risiko pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	2019	2018	
Ketua	Kiki Syahnakri	Edijanto	*Chairman*
Anggota	Nicolaus Eko Riwayanto	Inge Suryani Purwita	*Member*
Anggota	Edijanto	Elizawatie Simon	*Member*

Komite Remunerasi dan Nominasi

Berdasarkan Keputusan Dewan Komisaris tanggal 26 Agustus 2019 No. 002/KOM-BAGI/VIII/2019 dan 3 Juli 2018 No. 001/KOM-BAGI/VII/2018, susunan Komite Pemantau Risiko pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	2019	2018	
Ketua	Nicolaus Eko Riwayanto	Nicolaus Eko Riwayanto	*Chairman*
Anggota	Elizawatie Simon	Inge Suryani Purwita	*Member*
Anggota	-	Richard H Kusuma	*Member*
Anggota	-	Yohana Paliling	*Member*

Sekretaris Perusahaan dan Satuan Kerja Audit Internal

Sekretaris Perusahaan

Berdasarkan Surat Keputusan Direksi No.SK-MT/SDM/475/VII/19 dan SK-MT/SDM/2010/VI/18 tanggal 15 Juli 2019, Sekretaris Perusahaan pada tanggal 31 Desember 2019 dan 2018 masing-masing adalah Joni Budiono dan Indra S. Budianto.

Satuan Kerja Audit Internal

Berdasarkan Surat Keputusan Direksi SK-PKT/SDM/00133/I/17 tanggal 11 Januari 2017, Kepala Satuan Kerja Audit Internal (SKAI) pada tanggal 31 Desember 2019 dan 2018 adalah Susana.

Manajemen kunci Bank meliputi Dewan Komisaris, Direksi dan Komite Audit. Jumlah imbalan kerja jangka pendek (gaji dan remunerasi) yang dibayarkan kepada personil manajemen kunci Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	2019	2018	
Dewan Komisaris	12.973	16.273	*Board of Commissioners*
Direksi	23.792	22.796	*Board of Directors*
Jumlah	**36.765**	**39.069**	***Total***

Tidak ada kompensasi dalam bentuk imbalan pasca kerja, imbalan kerja jangka panjang lainnya, pesangon pemutusan kontrak kerja dan pembayaran berbasis saham kepada personil manajemen kunci Bank.

Pada tanggal 31 Desember 2019 dan 2018, Bank memiliki karyawan masing-masing sejumlah 1.993 dan 2.386 (tidak diaudit).

1. GENERAL (continued)

c. Composition of the Bank's Management and Employees (continued)

Risk Monitoring Committee

Based on Board of Commissioners' Decision dated 26 Agustus 2019 No,002/KOM-BAGI/VIII/2019 and July 3, 2018 No,001/KOM-BAGI/VII/2018, the composition of Risk Monitoring Committee as of December 31, 2019 and 2018 is as follows:

Remuneration and Nomination Committee

Based on Board of Commissioners' Decision dated 26 Agustus 2019 No,002/KOM-BAGI/VIII/2019 and July 3, 2018 No,001/KOM-BAGI/VII/2018, the composition of Risk Monitoring Committee as of December 31, 2019 and 2018 is as follows:

Corporate Secretary and Internal Audit Working Unit

Corporate Secretary

Based on Board of Directors' Decision Letter No.SK-MT/SDM/475/VII/19 *and SK-MT/SDM/2010/VI/18 dated July 15, 2019 the Bank's Corporate Secretary as of December 31, 2019 and 2018 is Joni Budiono and Indra S. Budianto.*

Internal Audit Working Unit

Based on Board of Directors' Decision Letter No. SK-PKT/SDM/00133/I/17 dated January 11, 2017 the Chief of Internal Audit Working Unit (IAWU) as of December 31, 2019 and 2018 are Susana.

The Bank's key management consist of the Board of Commissioners, Board of Directors and Audit Committee. Total short-term employee benefits (salaries and remuneration) paid to the key management personnel of the Bank for the years ended December 31, 2019 and 2018 are as follows:

There are no compensation of post-employment benefits, other long-term employee benefits, termination benefits and share-based payments to the key management personnel of the Bank.

As of December 31, 2019 and 2018, the Bank had 1,993 and 2,386, respectively (unaudited).

1. UMUM (lanjutan)

d. Penyelesaian Laporan Keuangan

Manajemen Bank bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan yang telah diselesaikan dan diotorisasi untuk diterbitkan pada tanggal 13 Mei 2020.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING

Berikut ini adalah kebijakan akuntansi penting yang diterapkan dalam penyusunan laporan keuangan yang sesuai dengan Standar Akuntansi Keuangan Indonesia. Kebijakan ini telah diterapkan secara konsisten terhadap seluruh tahun yang disajikan, kecuali jika dinyatakan lain.

a. Pernyataan Kepatuhan dan Dasar Penyusunan Laporan Keuangan

Pernyataan Kepatuhan

Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK") yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK - IAI) dan peraturan Bapepam dan LK, yang fungsinya dialihkan kepada Otoritas Jasa Keuangan ("OJK") sejak tanggal 1 Januari 2018, No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik" yang terdapat dalam Lampiran Keputusan Ketua Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012.

Dasar Penyusunan Laporan Keuangan

Laporan keuangan telah disusun berdasarkan biaya historis kecuali untuk beberapa akun tertentu yang diukur berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi dari akun tersebut. Laporan keuangan disusun dengan dasar akrual kecuali laporan arus kas.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan penyajian laporan arus kas, kas dan setara kas terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain dan Sertifikat Deposito Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan atau kurang sejak tanggal perolehan yang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya

1. GENERAL (continued)

d. Completion of the Financial Statements

The management of the Bank is responsible for the preparation and fair presentation of the financial statements that were completed and authorized to be issued on May 13, 2020.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Presented below are the significant accounting policies adopted in preparing the financial statements, which are in conformity with Indonesian Financial Accounting Standards. These policies have been consistently applied to all year presented, unless otherwise stated.

a. Statement of Compliance and Basis of Financial Statements Preparation

Statement of Compliance

The financial statements were prepared and presented in accordance with the Indonesian Financial Accounting Standards ("IFAS") which comprise the Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS") issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants ("FASB - IAI"), and Bapepam and LK, which function has been transferred to Financial Services Authority ("OJK") starting January 1, 2018, rule No. VIII.G.7 regarding "Financial Statements Presentation and Disclosures for Issuers or Public Companies"asincluded in the Appendix of the Decision Decree of the Chairman of Bapepam and LK No. KEP-347/BL/2012 dated June 25, 2012.

Basis of Financial Statements Preparation

The financial statements have been prepared under the historical cost except for certain accounts which have been valued on another measurement basis as explained in the accounting policy for such account. The financial statements are prepared under the accrual basis of accounting, except for the statement of cash flows.

The statement of cash flows was prepared based on the direct method with cash flows classified into cash flows from operating, investing and financing activities. For the purpose of the statement of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks and Certificates Deposits of Bank Indonesia with original maturities of 3 (three) months or less from the acquisition date, which are not pledged as collateral nor restricted in use.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

a. Pernyataan Kepatuhan dan Dasar Penyusunan Laporan Keuangan (lanjutan)

Dasar Penyusunan Laporan Keuangan (lanjutan)

Dalam penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia, dibutuhkan pertimbangan, estimasi dan asumsi yang mempengaruhi:

- penerapan kebijakan akuntansi,
- jumlah aset dan liabilitas dilaporkan, dan pengungkapan atas aset dan liabilitas kontinjensi pada tanggal laporan keuangan
- jumlah pendapatan dan beban selama periode pelaporan.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil aktual mungkin berbeda dengan jumlah yang diestimasi semula.

Estimasi, asumsi dan pertimbangan akuntansi signifikan yang diterapkan dalam penyusunan laporan keuangan Bank diungkapkan pada Catatan 3.

Laporan keuangan disajikan dalam mata uang Rupiah, yang merupakan mata uang fungsional Bank.

Seluruh angka dalam laporan keuangan ini, dibulatkan dan dinyatakan dalam jutaan Rupiah yang terdekat, kecuali dinyatakan lain.

b. Perubahan Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK")

i. Amendemen/penyesuaian dan interpretasi standar yang berlaku efektif pada tahun berjalan

Dewan Standar Akuntansi Keuangan Indonesia telah mengeluarkan beberapa standar akuntansi keuangan dan interpretasi baru atau revisi di bawah ini, yang relevan dengan laporan keuangan Bank yang dimulai pada tanggal 1 Januari 2019 sebagai berikut:

- PSAK No. 24 (Amandemen 2018), "Imbalan Kerja tentang Amendemen, Kurtailmen atau Penyelesaian Program", memberikan panduan yang lebih jelas bagi entitas dalam mengakui biaya jasa lalu, keuntungan dan kerugian penyelesaian, biaya jasa kini dan bunga neto setelah adanya amendemen, kurtailmen atau penyelesaian program karena menggunakan asumsi aktuarial terbaru (sebelumnya menggunakan asumsi aktuarial pada saat awal pelaporan tahunan). Selain itu, Amendemen PSAK No.24 juga mengklarifikasi bagaimana persyaratan akuntansi untuk amendemen, kurtailmen atau penyelesaian program dapat mempengaruhi persyaratan batas atas aset yang terlibat dari pengurangan surplus yang menyebabkan dampak atas aset berubah.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

a. Statement of Compliance and Basis of Financial Statements Preparation (continued)

Basis of Financial Statements Preparation (continued)

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires use of judgments, estimates and assumptions that affect:

- *the application of accounting policies,*
- *the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities at the date of financial statements,*
- *the reported amounts of revenues and expenses during the reporting period.*

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

Significant accounting estimates, assumptions and judgment applied in the preparation of the Bank's financial statements are disclosed in Note 3.

Financial statements are presented in Rupiah which is the functional currency of the Bank.

The amounts in the financial statements are rounded to and stated in millions of Rupiah, unless otherwise stated.

b. Adoption of new and Revised Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS")

i. Amendments/improvements and interpretations to standards effective in the current year

The Indonesian Financial Accounting Standards Board has issued several new standards and interpretations or revisions below, which are relevant to the Bank's financial statements beginning on January 1, 2019 as follows:

- *SFAS No. 24 (2018 Amendment), "Employee Benefits of Amendments, Curtailment or Programs Settlements", provides clearer guidance for entities in recognizing past service costs, settlement gains and losses, current service costs and net interest after amendments, curtailments or program settlement because it uses the latest actuarial assumptions (previously using actuarial assumptions at the beginning of annual reporting). In addition, the Amendment to SFAS No.24 also clarifies how the accounting requirements for amendments, curtailments or programs settlement can affect the boundary requirements of the assets involved from reducing surpluses that cause the impact on assets's change.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

b. Perubahan Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") (Lanjutan)

ii. Standar dan amandemen standar telah diterbitkan tapi belum diterapkan

Berikut ini ringkasan revisi dan amandemen PSAK dan ISAK yang diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - IAI yang relevan untuk Bank, namun belum berlaku efektif untuk laporan keuangan pada tanggal 31 Desember 2019:

Efektif berlaku pada atau setelah tanggal 1 Januari 2020:

PSAK No. 71, "Instrumen Keuangan", mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasian untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen. PSAK ini juga mengatur bahwa aset keuangan dengan fitur pelunasan dipercepat yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal dari pembayaran pokok dan bunga dari jumlah terutang.

PSAK No. 72, "Pendapatan dari kontrak dengan pelanggan", yang diadopsi dari IFRS 15 yang mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan.

PSAK No. 73, "Sewa", menetapkan prinsip pengakuan, pengukuran, penyajian dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak-guna *(right-of-use assets)* dan liabilitas sewa. Terdapat 2 pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (1) sewa jangka pendek dan (2) sewa yang aset pendasarnya *(underlying assets)* bernilai rendah.

Saat ini, Bank sedang mengevaluasi dan belum menetapkan dampak dari PSAK yang dikeluarkan dan direvisi tersebut terhadap laporan keuangannya

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

b. Changes to Statements of Financial Accounting Standards ("PSAK") and Interpretations of Financial Accounting Standards ("ISAK") (Continued)

ii. Standards and amendments to standards issued not yet adopted

The following summarizes the revised and amended SFAS and the IFAS which were issued by the Financial Accounting Standards Board (FASB) are relevant to the Bank, but not yet effective to the Bank on financial statements as of December 31, 2019:

Effective on or after January 1, 2020:

SFAS No. 71, "Financial Instruments", provides for classification and measurement of financial instrument based on the characteristics of contractual cash flows and business model of the entity; expected credit loss impairment model that resulting information more timely, relevant and understandable to users of financial statements; accounting for hedging that reflect the entity's risk management better by introduce a more general requirements based on management's judgment. This SFAS also provides that a financial asset with prepayment features that may result in negative compensation qualifies as a contractual cash flow derived solely from the principal and interest of the principal amount owed.

SFAS No. 72, "Revenues from contracts with customers", adopted from IFRS 15 governing the model of revenue recognition from contracts with customers, so that the entity is expected to conduct an analysis before acknowledging revenue

SFAS No. 73, "Lease", establishes the principles of recognition, measurement, presentation and disclosure of leases by introducing a single accounting model with requiring to recognize right-of-use assets and lease liabilities. There are two optional exclusions in the recognition of the lease assets and liabilities, namely: (1) short term lease and (2) lease with low value underlying assets.

The Bank is presently evaluating and has not yet determined the effects of these issued and revised SFAS on its financial statements.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

c. Transaksi dan Saldo dalam Mata Uang Asing

Kebijakan akuntansi atas transaksi dan saldo dalam mata uang asing didasarkan pada peraturan Bapepam dan LK No. VIII.G.7 dan Pedoman Akuntansi Perbankan Indonesia ("PAPI"). Bank mengacu pada Pedoman Akuntansi Perbankan Indonesia ("PAPI") dimana transaksi dalam mata uang asing dijabarkan ke mata uang Rupiah dengan menggunakan kurs laporan (penutupan) yang ditetapkan oleh Bank Indonesia yaitu kurs tengah yang merupakan rata-rata kurs beli dan kurs jual berdasarkan Reuters pada pukul 16.00 Waktu Indonesia Barat yang berlaku pada tanggal tersebut.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing, diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Aset dan liabilitas non-moneter dalam mata uang asing dijabarkan dengan menggunakan kurs pada tanggal transaksi.

Berikut ini adalah kurs mata uang asing utama yang digunakan untuk menjabarkan pada tanggal 31 Desember 2019 dan 2018 (Rupiah penuh):

	2019	2018	
Poundsterling Inggris	18.238,14	18.311,49	*Great Britain Poundsterling*
Euro Eropa	15.570,61	16.440,66	*European Euro*
Dolar Amerika Serikat	13.882,50	14.380,00	*United States Dollar*
Dolar Singapura	10.315,05	10.554,91	*Singapore Dollar*
Dolar Australia	9.725,39	10.162,35	*Australian Dollar*
Yuan China	1.994,00	2.090,00	*China Yuan*
Dolar Hong Kong	1.782,75	1.836,28	*Hong Kong Dollar*
Yen Jepang	127,81	130,62	*Japanese Yen*

d. Aset dan Liabilitas Keuangan

Aset keuangan diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laba rugi, pinjaman yang diberikan dan piutang, aset keuangan dimiliki hingga jatuh tempo dan aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat pengakuan awal.

Liabilitas keuangan diklasifikasikan sebagai liabilitas yang diukur pada nilai wajar melalui laba rugi dan liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Pengakuan dan Pengukuran

Klasifikasi instrumen keuangan pada pengakuan awal tergantung pada tujuan dan intensi manajemen serta karakteristik dari instrumen keuangan tersebut. Semua instrumen keuangan pada saat pengakuan awal diukur sebesar nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c. Transactions and Balances in Foreign Currency

Accounting policy for transactions and balances in foreign currency is based on Bapepam and LK rule No. VIII.G.7 and Accounting Guidelines for Indonesian Bank ("PAPI"). The Bank refers to the Accounting Guidelines for Indonesian Bank ("PAPI") where transactions denominated in a foreign currency are converted into Rupiah using the reporting (closing) rate set by Bank Indonesia that is middle rate which is the average of bid rate and ask rate based on Reuters at 16.00 Western Indonesian Time prevailing at such time.

Exchange gains and losses arising on transactions in foreign currency and on the translation of monetary assets and liabilities denominated in foreign currency are recognized in the current year statement of profit or loss and other comprehensive income.

Non-monetary assets and liabilities in foreign currency are translated using the exchange rate at the date of transaction occur.

Below are the major exchange rates used for translation as of December 31, 2019 and 2018 (Rupiah full amount):

d. Financial Assets and Liabilitas

Financial assets are classified as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity financial assets and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

Financial liabilities are classified as financial liabilities designated at fair value through profit or loss and financial liabilities measured at amortized cost.

Recognition and Measurement

The classification of financial instruments at initial recognition depends on the purpose and management's intention for which the financial instruments were acquired and their characteristics. All financial instruments are measured initially at their fair values. In the case that financial assets or financial liabilities are not designated at fair value through profit or loss, the fair value should be added with attributable transaction costs directly from acquisition or issuance of financial assets or financial liabilities.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran (lanjutan)

Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

Aset Keuangan

a) Aset keuangan yang diukur pada nilai wajar melalui laba rugi

Setelah pengakuan awal, aset keuangan yang dikelompokkan dalam kategori ini diukur sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi akibat perubahan nilai wajar instrumen keuangan tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

b) Pinjaman yang diberikan dan piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan yang tidak dikuotasikan pada pasar aktif, kecuali:
- yang dimaksudkan oleh Bank untuk dijual segera dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laba rugi;
- yang pada awal pengakuan, diakui sebagai tersedia untuk dijual; atau
- dalam hal Bank mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

Setelah pengakuan awal, pinjaman yang diberikan dan piutang selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif dikurangi dengan penurunan nilai. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal serta *fee* dan biaya yang merupakan bagian yang tidak terpisahkan dari suku bunga efektif. Amortisasi suku bunga efektif dan kerugian yang timbul atas penurunan nilai diakui di dalam laporan laba rugi dan penghasilan komprehensif lain.

c) Aset keuangan yang dimiliki hingga jatuh tempo

Aset keuangan yang dimiliki hingga jatuh tempo adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan, dimana Bank mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Recognition and Measurement (continued)

The subsequent measurement of financial assets and financial liabilities depends on their classification.

Financial Assets

a) Financial assets designated at fair value through profit or loss

After initial recognition, the financial assets included in this category are measured at fair value. The unrealized gains or losses resulting from changes in fair value are recognized in the statement of profit or loss and other comprehensive income.

b) Loans and receivables

Loans and receivables include non-derivative financial assets with fixed or determinable payments that are not quoted in active markets, other than:

- *those that the Bank intends to sell immediately, that classified as trading and the those upon initial recognition designated as at fair value through profit or loss;*
- *those that the upon initial recognition, designated as available-for-sale; or*
- *those for which the Bank may not recover substantially all of its initial investment, other than because of credit and receivable deterioration.*

After initial recognition, loans and receivables are subsequently measured at amortized cost using the effective interest rate less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees and costs that are an integral part of the effective interest rate. The effective interest rate amortization and losses arising from impairment is included in the statement of profit or loss and other comprehensive income.

c) Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities, which the Bank has positive intention and ability to hold to maturity.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran (lanjutan)

c) Aset keuangan yang dimiliki hingga jatuh tempo (lanjutan)

Setelah pengakuan awal, aset keuangan yang dimiliki hingga jatuh tempo diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif dikurangi dengan penurunan nilai. Biaya perolehan diamortisasi dihitung dengan memperhitungkan diskonto atau premi pada awal akuisisi dan *fee*/biaya sebagai bagian tidak terpisahkan dari suku bunga efektif. Amortisasi dan kerugian yang timbul dari penurunan nilai akan diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

d) Aset keuangan tersedia untuk dijual

Aset keuangan tersedia untuk dijual adalah aset keuangan non-derivatif yang tidak diklasifikasikan sebagai dimiliki untuk diperdagangkan atau ditetapkan pada nilai wajar melalui laba rugi, dimiliki hingga jatuh tempo, dan pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, aset keuangan tersedia untuk dijual dicatat sebesar nilai wajar, selanjutnya diukur sebesar nilai wajar dengan keuntungan atau kerugian dari perubahan nilai wajar dalam penghasilan komprehensif lain, kecuali kerugian penurunan nilai atas aset keuangan tersedia untuk dijual dan keuntungan atau kerugian akibat perubahan kurs.

Penurunan nilai atas aset keuangan tersedia untuk dijual diakui dalam laporan laba rugi dan penghasilan komprehensif lain dan dikeluarkan dari penghasilan komprehensif lain.

Investasi yang diklasifikasikan sebagai aset keuangan tersedia untuk dijual adalah sebagai berikut:
- Investasi pada obligasi dan saham dengan kepemilikan kurang dari 20% yang tersedia, nilai wajarnya dicatat pada nilai wajar.
- Investasi dalam instrumen ekuitas yang tidak tercatat di bursa, tidak mempunyai kuotasi harga di pasar aktif dan nilai wajarnya tidak dapat diukur secara andal dengan kepemilikan kurang dari 20% dicatat pada biaya perolehan.

Liabilitas Keuangan

a) Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi

Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi terdiri dari dua sub-kategori, yaitu liabilitas keuangan diklasifikasikan sebagai diperdagangkan dan liabilitas keuangan yang pada saat pengakuan awal telah ditetapkan oleh Bank untuk diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Recognition and Measurement (continued)

c) Held-to-maturity financial assets (continued)

After initial recognition, held-to-maturity financial assets are measured at amortized cost using the effective interest rate method less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees/costs that are an integral part of the effective interest rate. The amortization and the losses arising from impairment of such financial assets recognized in the statement of profit or loss and other comprehensive income.

d) *Available-for-sale financials assets*

Available-for-sale financial assets are non-derivative financial assets that are neither classified as held for trading nor designated as at fair value through profit or loss, held-to-maturity, and loans and receivables.

At the initial recognition, available-for-sale financial assets are recorded at fair value, subsequently are measured at fair value with gains or losses from changes in fair value in other comprehensive income, except for impairment losses on available-for-sale financial assets and gains or losses due to changes in exchange rates.

Impairment on available-for-sale financial assets is recognized in the statement of profit or loss and other comprehensive income and removed from other comprehensive income.

Investment classified as available-for-sale are as follows:

- *Investments in bonds and stocks with the ownership less than 20% provided, their fair value are recorded at fair value*
- *Investments in equity instruments that are not listed, do not have quoted prices in an active market and fair value can not be reliably measured with the ownership of less than 20% are recorded at cost*

Financial Liabilities

a) Financial liabilities designated at fair value through profit or loss

Financial liabilities designated at fair value through profit or loss consist of two sub-categories, financial liabilities classified as held for trading and financial liabilities designated by the Bank as at fair value through profit or loss upon initial recognition.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran (lanjutan)

Liabilitas Keuangan (lanjutan)

a) Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi (lanjutan)

Liabilitas keuangan diklasifikasikan sebagai diperdagangkan jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek (short-term profit taking). Derivatif diklasifikasikan sebagai liabilitas diperdagangkan kecuali derivatif yang ditetapkan dan efektif sebagai instrumen lindung nilai
Setelah pengakuan awal, liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, diukur sebesar nilai wajar.

Keuntungan dan kerugian yang timbul dari perubahan nilai wajar liabilitas yang diklasifikasikan sebagai diperdagangkan dan yang diukur pada nilai wajar melalui laba rugi dicatat melalui laporan laba rugi dan penghasilan komprehensif lain.

b) Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi

Liabilitas keuangan yang diukur berdasarkan biaya perolehan diamortisasi merupakan liabilitas keuangan yang selain atau tidak diukur pada nilai wajar melalui laba rugi.

Setelah pengakuan awal, Bank mengukur liabilitas keuangan yang diukur dengan biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif.

Tabel berikut menyajikan klasifikasi instrumen keuangan Bank berdasarkan karakteristik dari instrumen keuangan tersebut:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Recognition and Measurement (continued)

Financial Liabilities (continued)

a) Financial liabilities designated at fair value through profit or loss (continued)

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of portfolio of identified financial instrument that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking. Derivatives are also categorized as held for trading unless they are designated and effectively as hedging instruments.

After initial recognition, the financial liabilities designated at fair value through profit or loss, are measure at fair value.

Gains and losses arising from changing in fair value of financial liabilities classified held for trading and designated at fair value through profit or loss are recorded in the statement of profit or loss and other comprehensive income.

b) Financial liabilities measured at amortized cost

Financial liabilities measured at amortized cost were financial liabilities that are not classified as fair value through profit or loss.

After initial recognition, Bank measures financial liabilities at amortized cost using the effective interest rate method.

The following table presents the Bank's classification of financial instruments based on the characteristics of the financial instruments:

Instrumen Keuangan	**Klasifikasi/*Classification***	***Financial Instruments***
Aset Keuangan:		*Financial Assets:*
Kas	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Cash*
Giro pada Bank Indonesia	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Current accounts with Bank Indonesia*
Giro pada bank lain	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Placements with Bank Indonesia and other bank*
Efek-efek	Aset keuangan diukur pada nilai wajar melalui laba rugi, aset keuangan yang dimiliki hingga jatuh tempo dan aset keuangan tersedia untuk dijual/ *Financial assets designated at fair value through profit or loss, held-to-maturity financial assets and available-for-sale financial assets*	*Marketable securities*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran (lanjutan)

Liabilitas Lain (lanjutan)

a) Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Recognition and Measurement (continued)

Financial Liabilities (continued)

a) Financial liabilities measured at amortized cost (continued)

Instrumen Keuangan	**Klasifikasi/*Classification***	***Financial Instruments***
Tagihan derivatif	Aset keuangan diukur pada nilai wajar melalui laba rugi/ *Financial assets designated at fair value through profit or loss*	*Derivative receivables*
Kredit yang diberikan	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Loans*
Tagihan akseptasi	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Acceptance receivables*
Pendapatan bunga yang masih akan diterima	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Accrued interest receivables*
Penyertaan saham	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Investment in shares of stock*
Setoran jaminan dan tagihan	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	*Guarantee deposits and receivables*
Liabilitas Keuangan:		*Financial Liabilities:*
Liabilitas segera	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Obligations due immediately*
Simpanan nasabah	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Deposits from customers*
Simpanan dari bank lain	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Deposits from other banks*
Liabilitas derivative	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/ *Financial liabilities at fair value through profit or loss*	*Derivative payables*
Liabilitas akseptasi	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Acceptance payables*
Bunga masih harus dibayar	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Accrued interest expenses*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran (lanjutan)

Liabilitas Lain (lanjutan)

b) Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi (lanjutan)

Instrumen Keuangan	**Klasifikasi/*Classification***	***Financial Instruments***
Beban akrual dan liabilitas lain-lain	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Accrued expenses and other liabilities*
Pinjaman subordinasi	Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi/ *Financial liabilities measured at amortized cost*	*Subordinated loan*

Penentuan Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran tanpa memperhatikan apakah harga tersebut dapat diobservasi secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengukur nilai wajar atas suatu aset atau liabilitas pada tanggal pengukuran, Bank memperhitungkan karakteristik suatu aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran.

Jika tersedia, Bank mengukur nilai wajar instrumen keuangan dengan menggunakan harga kuotasian di pasar aktif untuk instrumen tersebut. Suatu pasar dianggap aktif jika transaksi atas aset dan liabilitas terjadi dengan frekuensi dan volume yang memadai untuk menyediakan informasi penentuan harga secara berkelanjutan.

Jika harga kuotasian tidak tersedia di pasar aktif, Bank menggunakan teknik penilaian dengan memaksimalkan penggunaan input yang dapat diobservasi dan relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi. Teknik penilaian yang dipilih menggabungkan semua faktor yang diperhitungkan oleh pelaku pasar dalam penentuan harga transaksi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Recognition and Measurement (continued)

Financial Liabilities (continued)

b) Financial liabilities measured at amortized cost (continued)

Determination for Fair Value

Fair value is the price that would be received to sell an asset or price to be paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability on measurement date, the Bank takes into account the characteristics the asset or a liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

When available, the Bank measures the fair value of a financial instrument using the quoted price in an active market for that instrument. A market is regarded as active if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Bank uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Penentuan Nilai Wajar

Bukti terbaik atas nilai wajar instrumen keuangan pada saat pengakuan awal adalah harga transaksi, yaitu nilai wajar dari pembayaran yang diberikan atau diterima. Jika Bank menetapkan bahwa nilai wajar pada pengakuan awal berbeda dengan harga transaksi dan nilai wajar tidak dapat dibuktikan dengan harga kuotasian di pasar aktif untuk aset atau liabilitas yang identik atau berdasarkan teknik penilaian yang hanya menggunakan data dari pasar yang dapat diobservasi, maka nilai wajar instrumen keuangan pada saat pengakuan awal disesuaikan untuk menangguhkan perbedaan antara nilai wajar pada saat pengakuan awal dan harga transaksi. Setelah pengakuan awal, perbedaan tersebut diakui dalam laba rugi berdasarkan umur dari instrumen tersebut namun tidak lebih lambat dari saat penilaian tersebut didukung sepenuhnya oleh data pasar yang dapat diobservasi atau saat transaksi ditutup.

Jika aset atau liabilitas yang diukur pada nilai wajar memiliki harga penawaran dan harga permintaan, maka Bank mengukur aset dan posisi *long* berdasarkan harga penawaran dan mengukur liabilitas dan posisi *short* berdasarkan harga permintaan.

Penghentian Pengakuan

Bank menghentikan pengakuan aset keuangan, jika dan hanya jika, hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan tersebut berakhir; atau Bank mentransfer hak untuk menerima arus kas yang berasal dari aset keuangan atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga di bawah kesepakatan pelepasan (*pass through arrangement*); dan (a) Bank telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) Bank tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer pengendalian atas aset tersebut.

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas dihentikan atau dibatalkan atau berakhir.

Hapus Buku

Dalam hal penghapusbukuan aset keuangan merupakan kelanjutan dari tindakan penyelesaian aset keuangan dengan cara pengambilalihan agunan, maka jumlah yang dihapus buku adalah sebesar selisih kurang antara nilai wajar agunan yang diambil alih setelah memperhitungkan taksiran biaya penjualan dengan nilai tercatat aset keuangan setelah memperhitungkan taksiran biaya penjualan dengan nilai tercatat aset keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Determination for Fair Value

The best evidence of the fair value of a financial instrument at initial recognition is normally the transaction price, i.e., the fair value of the consideration given or received. If the Bank determines that the fair value at initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique that uses only data from observable markets, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value at initial recognition and the transaction price. Subsequently, that difference is recognized in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Bank measures assets and long positions at a bid price and liabilities and short positions at an ask price.

Derecognition

The Bank derecognizes a financial asset if, and only if, the contractual rights to receive cash flows from the financial asset have expired; or the Bank has transferred its rights to receive cash flows from the financial asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a pass through arrangement; and either (a) the Bank has transferred substantially all the risks and rewards of the asset, or (b) the Bank has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

Write-Off

In the case of write-off of financial assets is a continuation of the settlement of financial assets by take over the collateral, the amount that written-off is approximately equal to the difference between the fair value of foreclosed assets after considering the cost of sales and the carrying amount of financial assets.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Hapus Buku (lanjutan)

Aset keuangan dapat dihapus buku apabila cadangan kerugian penurunan nilai telah dibentuk 100%.

Penghapusbukuan dilakukan secara keseluruhan terhadap nilai tercatat aset keuangan dengan mendebet cadangan kerugian penurunan nilai.

Saling Hapus

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya dilaporkan di laporan posisi keuangan jika, dan hanya jika, saat ini terdapat hak yang berkekuatan hukum untuk saling hapus jumlah keduanya dan terdapat intensi untuk diselesaikan secara bersih atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Pendapatan dan beban disajikan secara bersih jika diperbolehkan oleh standar akuntansi.

Reklasifikasi Instrumen Keuangan

Bank tidak diperkenankan untuk mereklasifikasi derivatif dari diukur pada nilai wajar melalui laba rugi selama derivatif tersebut dimiliki atau diterbitkan

Bank tidak diperkenankan untuk mereklasifikasi setiap instrumen keuangan dari diukur pada nilai wajar melalui laba rugi jika pada pengakuan awal instrumen keuangan tersebut ditetapkan oleh Bank sebagai diukur pada nilai wajar melalui laba rugi.

Bank diperkenankan mereklasifikasi aset keuangan dari diukur pada nilai wajar melalui laba rugi jika aset keuangan tersebut tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali dalam waktu dekat (meskipun aset keuangan mungkin telah diperoleh atau timbul terutama untuk tujuan penjualan atau pembelian kembali dalam waktu dekat).

Persyaratan untuk reklasifikasi adalah:

a) Dilakukan dalam situasi yang langka,

b) Memenuhi definisi pinjaman yang diberikan dan piutang (jika aset keuangan tidak disyaratkan untuk diklasifikasikan sebagai diperdagangkan pada pengakuan awal) dan Bank memiliki intensi dan kemampuan memiliki aset keuangan untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo.

Bank diperkenankan untuk mereklasifikasi aset keuangan yang diklasifikasikan sebagai tersedia untuk dijual yang memenuhi definisi pinjaman yang diberikan dan piutang (jika aset keuangan tidak ditetapkan sebagai tersedia untuk dijual) dari tersedia untuk dijual jika Bank memiliki intensi dan kemampuan memiliki aset keuangan untuk masa mendatang yang dapat diperkirakan atau hingga jatuh tempo.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Write-Off (continued)

Financial assets can be written-off if the allowance for impairment losses have been provided 100%.

Write-off performed in its entirety to the carrying amount of financial assets by debiting the allowance for impairment losses.

Offsetting

Financial assets and financial liabilities are offset and the net amount are reported in the statement of financial position if, and only if, there is a currently enforceable legal rights to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously. Income and expenses are presented on a net basis only when permitted by accounting standards.

Reclassification of Financial Instruments

The Bank does not reclassify a derivative out of fair value through profit or loss classification while it is held or issued.

The Bank shall not reclassify any financial instrument out of fair value through profit or loss classification if upon initial recognition the financial instrument is designated by the Bank as at fair value through profit or loss.

The Bank may reclassify a financial asset out of fair value through profit or loss classification if the financial asset no longer incurred for the purpose of selling or repurchasing it in the near term (although the financial asset may have been acquired or incurred principally for the purpose of selling or repurchasing it in the short-term).

Requirement for the reclassification are:

a) Occurs in a rare circumstances,

b) Qualifies as loans and receivables definition (if the financial asset is not designated as at held for trading upon initial recognition) and the Bank has the intention and ability to hold the financial assets for the future that can be forecasted or to maturity.

The Bank may reclassify a financial asset at available-for-sale classification which qualifies as loans and receivables definition (if the financial asset is not designated as at available-for-sale) from available-for-sale if the Bank has the intention and ability to hold the financial assets for the future that can be forecasted or to maturity.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Reklasifikasi Instrumen Keuangan (lanjutan)

Bank tidak diperkenankan untuk mereklasifikasikan aset keuangan dari kategori dimiliki hingga jatuh tempo. Jika terjadi penjualan atau reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo dalam jumlah yang lebih dari jumlah yang tidak signifikan sebelum jatuh tempo (selain dari kondisi-kondisi spesifik tertentu), maka seluruh aset keuangan yang dimiliki hingga jatuh tempo harus direklasifikasi menjadi aset keuangan yang tersedia untuk dijual. Selanjutnya, Bank tidak diperkenankan mengklasifikasi aset keuangan sebagai aset keuangan yang dimiliki hingga jatuh tempo selama dua tahun buku berikutnya.

Kondisi spesifik yang dimaksud adalah sebagai berikut:

a) Dilakukan ketika aset keuangan sudah mendekati jatuh tempo atau tanggal pembelian kembali, dimana harga perubahan suku bunga tidak akan berpengaruh secara signifikan terhadap nilai wajar aset keuangan tersebut.
b) Ketika Bank telah memperoleh secara substansial seluruh jumlah pokok aset-aset keuangan tersebut sesuai jadwal pembayaran atau Bank telah memperoleh pelunasan dipercepat; atau
c) Terkait dengan kejadian tertentu yang berada di luar kendali Bank, tidak berulang, dan tidak dapat diantisipasi secara wajar oleh Bank.

Reklasifikasi aset keuangan dari kelompok diukur pada nilai wajar melalui laba rugi ke dalam kelompok pinjaman yang diberikan dan piutang dicatat pada biaya perolehan atau biaya perolehan diamortisasi. Keuntungan atau kerugian yang telah diakui sebagai laba rugi tidak dapat dibalik.

Reklasifikasi aset keuangan dari kelompok tersedia untuk dijual ke dalam kelompok pinjaman yang diberikan dan piutang dicatat pada biaya perolehan atau biaya perolehan diamortisasi. Keuntungan atau kerugian yang sebelumnya diakui dalam ekuitas dicatat dengan cara sebagai berikut:

a) Jika aset keuangan memiliki jatuh tempo tetap, keuntungan atau kerugian diamortisasi ke laba rugi selama sisa umur investasi dengan metode suku bunga efektif.
b) Jika aset keuangan tidak memiliki jatuh tempo yang tetap, keuntungan atau kerugian tetap dalam ekuitas sampai aset keuangan tersebut dijual atau dilepaskan dan pada saat itu keuntungan atau kerugian diakui dalam laba rugi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Reclassification of Financial Instruments (continued)

The Bank shall not reclassify any financial assets category of held-to-maturity. If there is a sale or reclassification of held-to-maturity financial asset for more than an insignificant amount before maturity (other than in certain specific circumstances), the entire held-to maturity financial assets will have to be reclassified as available-for-sale financial assets. Subsequently, the Bank shall not classify financial asset as held-to-maturity financial assets during the following two financial book years.

The certain specific circumstances are as follows:

a) Performed if financial assets are so close to maturity or redemption date that changes in the market rate of interest would not have a significant effect on their fair value of those financial assets.

b) When the Bank has collected substantially all of the financial assets original principal based on scheduled of payment or Bank receipt early prepayments; or
c) Attributable to an isolated event that is beyond the Bank's control, is non-recurring and could not have been reasonably anticipated by the Bank.

Reclassification of fair value through profit or loss financial asset to loans and receivables financial asset is recorded at cost or amortized cost. Unrealized gain or loss that has been recognized as profit or loss shall not be reversed.

Reclassification of available-for-sale financial asset to loans and receivables financial asset is recorded at cost or amortized cost. Gain or loss which has previously been recognized in equity shall be accounted for as follows:

a) In the case of a financial asset with a fixed maturity, the gain or loss shall be amortized to profit or loss over the remaining life of the investment using the effective interest rate method.
b) In the case of a financial asset that does not have a fixed maturity, the gain or loss shall remain in equity until the financial asset is sold or otherwhise disposed of, when it incurred any gain or loss shall be recognized in profit or loss.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

d. Aset dan Liabilitas Keuangan (lanjutan)

Reklasifikasi Instrumen Keuangan (lanjutan)

Reklasifikasi aset keuangan dari kelompok yang dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi diakui dalam ekuitas sampai aset keuangan tersebut dihentikan pengakuannya dan pada saat itu keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Pengungkapan

Bank mengklasifikasikan pengukuran nilai wajar dengan menggunakan hirarki nilai wajar yang mencerminkan signifikansi input yang digunakan dalam melakukan pengukuran. Hirarki nilai wajar memiliki tingkat sebagai berikut:

a) Tingkat 1: Harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk aset dan liabilitas yang identik;
b) Tingkat 2: Teknik penilaian yang menggunakan input selain harga kuotasian yang termasuk di dalam Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya derivasi dari harga); dan
c) Tingkat 3: Teknik penilaian yang menggunakan input untuk aset dan liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

Risiko pasar - analisis sensitivitas Bank mengungkapkan:

a) Analisis sensitivitas untuk setiap jenis risiko pasar dimana entitas terekspos pada akhir tahun pelaporan yang menunjukkan bagaimana laba rugi dan ekuitas mungkin terpengaruh oleh perubahan pada variabel risiko yang relevan yang mungkin dapat terjadi pada tanggal tersebut;
b) Metode dan asumsi yang digunakan dalam menyusun analisis sensitivitas; dan
c) Perubahan metode dan asumsi yang digunakan tahun sebelumnya dan alasan perubahannya.

Untuk pengukuran nilai wajar yang diakui dalam laporan posisi keuangan untuk setiap kelompok instrumen keuangan, Bank mengungkapkan:

a) Tingkat pada hirarki nilai wajar dimana pengukuran nilai wajar dikategorikan secara keseluruhan, memisahkan pengukuran nilai wajar sesuai tingkat yang ditentukan di atas.
b) Setiap pemindahan signifikan antara Tingkat 1 dan Tingkat 2 pada hirarki nilai wajar dan alasannya. Pemindahan ke dalam setiap tingkat diungkapkan dan dijelaskan secara terpisah dari pemindahan keluar dari setiap tingkat.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. Financial Assets and Liabilitas (continued)

Reclassification of Financial Instruments (continued)

Reclassification of held-to-maturity financial asset to available-for-sale is recorded at fair value. The unrealized gain or loss is recognized in equity until the time financial assets is derecognized and at the time the cumulative gain or loss previously recognized in equity shall be recognized in the statement of profit or loss and other comprehensive income.

Disclosure

The Bank classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy shall have the following levels:

a) Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities;

b) Level 2: Valuation technique which use inputs other than quotes prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly (example derived from prices); and

c) Level 3: Valuation technique which use inputs for the asset and liability that are not based on observable market data (unobservable inputs).

Market risk - sensitivity analysis The Bank discloses:

a) A sensitivity analysis for each type of market risk to which the entity is exposed at the end of reporting year, showing how profit or loss and equity would have been affected by changes in the relevant risk variable that were reasonably possible at that date;

b) The methods and assumptions used in preparing the sensitivity analysis; and
c) Changes from the previous year in the methods and assumptions used and the reasons for such changes.

For fair value measurements recognized in the statement of financial position for each class of financial instruments, the Bank discloses:

a) The level in the fair value hierarchy into which the fair value measurements are categorized in their entirety, segregating fair value measurements in accordance with the levels defined above.
b) Any significant transfers between Level 1 and Level 2 of the fair value hierarchy and the reasons for those transfers. Transfer into each levels is disclosed and discussed separately from transfers out of each level.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

e. Kas dan Setara Kas

Kas adalah mata uang kertas dan logam baik Rupiah dan mata uang asing yang masih berlaku sebagai alat pembayaran yang sah. Kas yang telah ditentukan penggunaannya atau kas yang tidak dapat digunakan secara bebas tidak diklasifikasikan dalam kas. Pengertian kas termasuk kas besar, kas kecil, kas dalam perjalanan dan mata uang yang ditarik dari peredaran dan yang masih dalam tenggang untuk penukaran ke Bank Indonesia.

Untuk tujuan penyajian laporan arus kas, kas dan setara kas terdiri atas kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain dan Sertifikat Deposito Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan atau kurang sejak tanggal perolehan yang tidak dijaminkan atau dibatasi penggunaannya.

f. Giro pada Bank Indonesia dan Bank Lain

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Penyisihan kerugian penurunan nilai dibentuk jika terdapat bukti objektif penurunan nilai (Catatan 2k).

g. Penempatan pada Bank Indonesia dan Bank Lain

Penempatan pada Bank Indonesia dan bank lain merupakan penempatan dana pada Bank Indonesia dalam bentuk *deposit facility* dan *term deposits* serta penempatan dana pada bank lain dalam bentuk deposito berjangka.

Penempatan pada Bank Indonesia dan bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung, jika ada, dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Penyisihan kerugian penurunan nilai dibentuk jika terdapat bukti objektif penurunan nilai (Catatan 2k).

h. Efek-efek

Efek-efek terdiri dari Sertifikat Bank Indonesia, Sertifikat Deposito Bank Indonesia, Obligasi Pemerintah, *Negotiable Certificates of Deposits*, Obligasi Korporasi, Wesel Jangka Menengah dan Wesel Berjangka Lokal.

Efek-efek diklasifikasikan sebagai aset keuangan dalam kelompok diukur pada nilai wajar melalui laba rugi (sub-kategori aset keuangan yang diklasifikasikan sebagai diperdagangkan), tersedia untuk dijual dan dimiliki hingga jatuh tempo.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e. Cash and Cash Equivalents

Cash represents currency bills and coins, both in Rupiah and foreign currencies, which are valid as legal instruments of payment. Appropriated cash or restricted cash that cannot be used freely cannot be classified as cash definition. Cash also includes cash in vault, petty cash, cash in transit and currency withdrawn from circulation and still within the grace period for exchange to Bank Indonesia.

For statement of cash flows presentation purposes, cash and cash equivalents consists of cash, current account with Bank Indonesia, current accounts with other Banks, placements with Bank Indonesia and other banks and Deposits Certificates of Bank Indonesia maturing within 3 (three) months or less from the date of acquisition which were not pledged or restricted in use.

f. Current Accounts with Bank Indonesia and Other Banks

Current accounts with Bank Indonesia and other banks are measured at their amortized cost using effective interest rate method less the allowance for impairment losses. The allowance for impairment losses is provided if there is an objective evidence of impairment (Note 2k).

g. Placements with Bank Indonesia and Other Banks

Placements with Bank Indonesia and other banks represent placement of fund in Bank Indonesia in the form of deposit facility and term deposits and placement with other banks in the form of time deposits.

Placements with Bank Indonesia and other banks are initially measured at fair value plus directly attributable transaction costs, if any, and subsequently measured at their amortized cost using the effective interest rate method. The allowance for impairment losses is provided if there is an objective evidence of impairment (Note 2k).

h. Marketable Securities

Marketable securities consist of Certificates of Bank Indonesia, Deposits Certificates of Bank Indonesia, Government Bonds, Negotiable Certificates of Deposits, Corporate Bonds, Medium Term Note and Local Term Note.

Marketable securities are classified as financial assets measured at fair value to profit or loss (sub-category of financial assets classified as trading), available-for-sale and held-to-maturity.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

h. Efek-efek (lanjutan)

Efek-efek yang diklasifikasikan ke dalam kelompok untuk diperdagangkan ("*trading*") disajikan sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajar disajikan dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan. Pendapatan bunga dari efek utang dicatat dalam laporan laba rugi dan penghasilan komprehensif lain sesuai dengan persyaratan dalam kontrak. Atas penjualan portofolio efek yang diperdagangkan, selisih antara harga jual dengan harga perolehan diakui sebagai keuntungan atau kerugian penjualan pada periode dimana efek tersebut dijual.

Efek-efek yang diklasifikasikan ke dalam kelompok tersedia untuk dijual ("*available-for-sale*") disajikan sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasikan dari kenaikan atau penurunan nilai wajar, setelah pajak, diakui dan disajikan sebagai komponen penghasilan komprehensif lain. Ketika efek-efek tersebut dijual atau mengalami penurunan nilai, keuntungan atau kerugian yang sebelumnya diakui pada penghasilan komprehensif lain direklasifikasi ke laporan laba rugi sebagai penyesuaian reklasifikasi.

Efek-efek yang diklasifikasikan ke dalam kelompok dimiliki hingga jatuh tempo ("*held-to-maturity*") disajikan sebesar biaya perolehan yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi atau diskonto diamortisasi dengan menggunakan metode suku bunga efektif.

Jika Bank akan menjual atau mengklasifikasikan kembali investasi-investasi yang dimiliki hingga jatuh tempo sebelum jatuh tempo (selain dari kondisi-kondisi spesifik tertentu sebagaimana diungkapkan pada Catatan 2d) melebihi jumlah yang tidak signifikan, seluruh kategori tersebut akan terpengaruh dan harus diklasifikasikan kembali sebagai investasi tersedia untuk dijual. Selanjutnya Bank tidak diperbolehkan untuk mengklasifikasikan aset keuangan sebagai dimiliki hingga jatuh tempo selama dua tahun berikutnya.

Cadangan kerugian penurunan nilai dan kenaikan/penurunan nilai wajar disajikan sebagai penambahan/pengurangan terhadap saldo efek-efek. Penyisihan kerugian penurunan nilai diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2k.

i. Efek yang Dibeli dengan Janji Dijual Kembali

Efek yang dibeli dengan janji dijual kembali (repo) diklasifikasikan dalam kategori aset keuangan diukur pada nilai wajar melalui laporan laba rugi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

h. Marketable Securities (continued)

Securities are classified as trading are stated at fair value. The unrealized gains or losses resulting from the increase or decrease in fair value are recognized in the current year statement of profit or loss and other comprehensive income. Interest income from debt securities are recorded in the statement of profit or loss and other comprehensive income in accordance with the terms of the contract. On the sale of portfolio trading securities, the difference between the sales price and the acquisition cost is recognized as a gain or loss on sale in the period in which the securities are sold.

Marketable securities that are classified as available-for-sale securities are stated at fair value. Gains or losses that are not realized from increases or decreases in fair value, net of tax, are recognized and presented as a component of other comprehensive income. When the securities are sold or impaired, gains and losses which was previously recognized in other comprehensive income is reclassified to the statement of profit or loss as reclassification adjustment.

Marketable securities classified as held-to maturity are stated at cost adjusted for unamortized premium and/or discount. Premium or discount is amortized using the effective interest rate method.

If the Bank will sell or reclassify of held-to-maturity investments, before maturity, (apart from certain specific conditions as disclosed in Note 2d) more than an insignificant amount, the entire category would be tainted and would have to be reclassified as available-for-sale. Furthermore, the Bank would be prohibited from classifying any financial asset as held-to-maturity during the following two years.

The allowance for impairment losses and changes in fair value are presented as addition/ deduction to the outstanding balance of marketable securities. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2k.

i. Securities Purchased with Agreements to Resale

Securities purchased with agreements to resale (repo) are classified as financial assets at fair value through profit and loss.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

i. Efek yang Dibeli dengan Janji Dijual Kembali (lanjutan)

Efek-efek yang dibeli dengan janji dijual Kembali (repo) disajikan sebagai aset sebesar harga penjualan kembali yang disepakati dikurangi selisih antara harga beli dan harga penjualan kembali yang disepakati. Selisih antara harga beli dan harga penjualan kembali yang disepakati tersebut diamortisasi dengan menggunakan metode suku bunga efektif sebagai pendapatan bunga selama jangka waktu sejak efek-efek tersebut dibeli hingga saat dijual kembali.

Pengakuan, pengukuran awal, pengukuran setelah pengakuan awal, reklasifikasi, penentuan nilai wajar dan penghentian pengakuan efek yang dijual dengan janji dibeli kembali mengacu pada Catatan 3d terkait aset dan liabilitas keuangan.

j. Instrumen Keuangan Derivatif

Dalam melakukan usaha bisnisnya, Bank melakukan transaksi instrumen keuangan derivatif untuk mengelola eksposur pada risiko pasar seperti risiko mata uang. Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Keuntungan atau kerugian dari kontrak derivatif yang tidak ditujukan untuk lindung nilai (atau tidak memenuhi kriteria untuk dapat diklasifikasikan sebagai lindung nilai) diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Instrumen derivatif melekat dipisahkan dari kontrak utama non-derivatif dan diperlakukan sebagai instrumen derivatif jika seluruh kriteria berikut terpenuhi:

1. Karakteristik ekonomi dan risiko dari derivatif melekat tidak secara erat berhubungan dengan karakteristik ekonomi dan risiko kontrak utama,
2. Instrumen terpisah dengan kondisi yang sama dengan instrumen derivatif melekat memenuhi definisi dari derivatif, dan
3. Instrumen hibrid (kombinasi) tidak diukur pada nilai wajar melalui laporan laba rugi (dalam hal ini derivatif melekat di dalam aset keuangan atau liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi tidak dipisahkan).

Instrumen derivatif (termasuk transaksi valuta asing untuk tujuan pendanaan dan perdagangan) dicatat dalam laporan posisi keuangan berdasarkan nilai wajar dikurangi dengan cadangan kerugian penurunan nilai. Nilai wajar tersebut ditentukan berdasarkan harga pasar, kurs Reuters pada tanggal laporan posisi keuangan, diskonto arus kas, model penentu harga opsi atau harga yang diberikan oleh broker (*quoted price*) atas instrumen lainnya yang memiliki karakteristik serupa.

Penyisihan kerugian penurunan nilai dibentuk jika terdapat bukti objektif penurunan nilai (Catatan 2k).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i. Securities Purchased with Agreements to Resale (continued)

Securities purchases with agreements to resale (repo) are presented as asset and stated at the agreed resale price less the difference between the buying price and agreed resale price. The difference between the buying price and agreed resale price is amortized using effective interest method as interest income over the year commencing from the buying date to the resale date.

Recognition, initial measurement, subsequent measurement, reclassification, fair value measurement and derecognition of securities sold with agreements to repurchase refer to Notes 3f, 3g and 3i related to financial assets and liabilities.

j. Derivative Financial Instruments

In conducting its businesses, the Bank conducts transactions of derivative financial instruments to manage exposure on market risks such as currency risk. All derivative contracts are recorded as assets when fair value is positive and as liabilities when fair value is negative.

Gain or loss on a derivative contract not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognized in the current year statement of profit or loss and other comprehensive income.

Embedded derivatives are separated from their host non-derivative contract and accounted for as a derivative instrument if all of the following criteria are met:

1. *The economic characteristics and risks of the embedded derivative are not closely related to those of the host contract,*
2. *A separate instrument with the same terms as the embedded derivative would meet the definition of a derivative, and*
3. *The hybrid (combined) instrument is not measured at fair value through profit or loss (i.e. a derivative that is embedded in a financial asset or financial liability at fair value through profit or loss is not separated).*

Derivatives instruments (including foreign exchange transactions for financing and trading) is recognized in statement of financial position at fair value less allowance for impairment losses. The fair value is based on the market rate, Reuters exchange rate at statement of financial position date, discounted cash flows, option pricing models or broker quoted price on other instruments with similar characteristics.

Allowance for impairment losses is provided if there is an objective evidence of impairment (Note 2k).

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

k. Kredit yang Diberikan

Kredit yang diberikan merupakan penyediaan uang atau tagihan yang dapat disamakan dengan itu, berdasarkan kesepakatan dengan pihak penerima kredit dan mewajibkan pihak penerima kredit untuk melunasi setelah jangka waktu tertentu dengan imbalan bunga.

Jenis-jenis kredit yang diberikan kepada debitur adalah sebagai berikut:

a. Kredit produktif antara lain terdiri dari:

- *Fixed Loan* merupakan pinjaman yang diberikan kepada debitur untuk membiayai investasi (pembelian aset tetap) debitur atau modal kerja yang penggunaannya bersifat seasonal/hanya sekali penggunaan saja. Penarikan dana dilakukan sekaligus (sejumlah plafon yang telah disepakati antara Bank dan debitur) dengan menggunakan promes/surat sanggup dan pembayaran kembali dapat dilakukan secara berkala sampai dengan masa kredit. Porsi pinjaman yang telah dilunasi tidak dapat ditarik kembali.

- *Revolving Loan* merupakan pinjaman yang diberikan kepada debitur untuk membiayai modal kerja yang bersifat permanen, yang jumlahnya tercermin dalam arus kas debitur. Penarikan dana sesuai dengan kebutuhan debitur dengan menggunakan promes/surat sanggup, dengan syarat tidak melebihi jumlah plafon yang telah disepakati antara Bank dan debitur. Porsi pinjaman yang telah dilunasi dapat ditarik kembali selama plafonnya masih mencukupi dan jangka waktu kredit masih berlaku (maksimum 1 tahun dan dapat diperpanjang kembali).

- Pinjaman Rekening Koran merupakan pinjaman yang diberikan kepada debitur untuk membiayai modal kerja debitur sehari-hari. Debitur dapat melakukan penarikan atau pengembalian pinjaman dengan menggunakan cek, bilyet giro atau surat pemindahbukuan lainnya selama masa berlakunya perjanjian kredit dan penarikannya tidak melewati plafon pinjaman.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

k. Loans

Loans is the provision of money or bills that can be equated with it, based on agreement with the recipient of credit and requires the recipient to repay the loan after a certain period of time with interest return.

The types of loans granted to the debtor are as follows:

a. Productive loans among others consist of:

- *Fixed Loan is a loan granted to the debtor to finance investments (purchase of fixed assets) of the debtor or the use of working capital which is seasonal/ one use only. Withdrawal of funds is done at once (at the plafond amount agreed between the Bank and debtor) with the use of promissory notes and repayment can be made on a regular basis until the end of credit period. The portion of loan that has been repaid can not be withdrawn.*

- *Revolving Loan is a loan granted to the debtor to finance permanent working capital, which amount is reflected in the cash flow of the debtor. Withdrawal of funds according to the needs of debtor by using promissory notes, which does not exceed the plafond amount that have been agreed between the Bank and debtor. The portion of loan that has been repaid can be withdrawn as long as the plafond is still sufficient and the credit period is still valid (maximum 1 year and can be extended).*

- *Overdraft are loans given to debtor to finance the working capital of the debtor's daily. The debtor can make withdrawals or loan repayment by check, bank draft or other transfer letters during the term of the credit agreement and the withdrawal does not exceed its plafond amount.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

k. Kredit yang Diberikan (lanjutan)

b. Kredit Konsumen antara lain terdiri dari:
- Kredit Pemilikan Rumah dan Kredit Pemilikan Apartemen merupakan pinjaman jangka panjang yang langsung diberikan kepada konsumen/calon pemilik untuk pembelian rumah, apartemen, ruko dan memugar atau memperbaiki rumah atau ruko yang telah dimiliki konsumen, dimana jaminannya adalah obyek yang dibiayai oleh kredit tersebut.

- Kredit Pemilikan Mobil merupakan pinjaman jangka panjang yang langsung diberikan kepada konsumen/calon pemilik untuk pembelian kendaraan bermotor baik baru maupun bekas, dimana jaminannya adalah obyek yang dibiayai oleh kredit tersebut.

Pembayaran Kredit Pemilikan Rumah, Kredit Pemilikan Apartemen dan Kredit Kepemilikan Mobil dilakukan secara bertahap/diangsur oleh debitur sesuai dengan jadwal yang ditentukan oleh Bank.

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung, dan selanjutnya diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif, dikurangi dengan cadangan kerugian penurunan nilai. Biaya perolehan diamortisasi dihitung dengan memperhitungkan diskonto atau premi pada saat akuisisi dan biaya transaksi yang merupakan bagian tidak terpisahkan dari suku bunga efektif. Amortisasi tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Penyisihan kerugian penurunan nilai diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2l.

Kredit sindikasi dicatat sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif sesuai dengan porsi kredit yang risikonya ditanggung oleh Bank.

Restrukturisasi kredit dilakukan terhadap debitur yang mengalami kesulitan untuk memenuhi kewajibannya, yang dilakukan melalui modifikasi persyaratan kredit seperti penjadwalan kembali angsuran dan bunga yang tertunggak serta perpanjangan jangka waktu kredit dan ketentuan kredit yang baru. Kerugian yang timbul dari restrukturisasi kredit yang berkaitan dengan modifikasi persyaratan kredit diakui bila nilai sekarang dari jumlah penerimaan kas yang akan datang yang telah ditentukan dalam persyaratan kredit yang baru, termasuk penerimaan yang diperuntukkan sebagai bunga maupun pokok, adalah lebih kecil dari nilai pinjaman yang diberikan yang tercatat sebelum restrukturisasi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

k. Loans (continued)

b. Consumer loans among others consist of
- *Housing Loan and Apartment Ownership Loan is a long-term loan granted directly to consumer/ prospective owner for the purchase of house, apartment, shop house and restoring or repairing a house or shop house that has been owned by the consumer, where the collateral is an object which is financed by the loan.*

- *Car Loan is a long-term loan granted directly to consumer/prospective owner for the purchase of motor vehicles, both new and second-hand, where the collateral is an object which is financed by the loan.*

Payment of Housing Loan, Apartment Ownership Loan and Car Loan are made through installment/repaid by the debtor in accordance with the schedule determined by the Bank.

Loans are initially measured at fair value plus transaction costs that are directly atributable, and subsequently measured at amortized cost using the effective interest rate method, less allowance for impairment losses. Amortized cost is calculated by taking into account any discount or premium on acquisition and transaction costs that are an integral part of effective interest rate. The amortization is recognized in the statement of profit or loss and other comprehensive income. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2l.

Syndicated loans are recorded at amortized cost using the effective interest rate method according to the portion of loans in which the risks borned by the Bank.

Loan restructuring is performed for debtors who are facing financial difficulties in fulfilling their obligations, through a modification of the terms of the loan such as rescheduling of installments and unpaid interest and the extension of credit terms and definitions of the new loan. Losses on loan restructuring in respect of modification of the terms of the loans are recognized only if the present value of total future cash receipts specified by the new terms of the loans, including both receipts designated as interest and those designated as loan principal, are less than the carrying amount of loans before restructuring.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

k. Kredit yang Diberikan (lanjutan)

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai tunai penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Kredit yang diberikan dinyatakan tidak tertagih pada saat tidak terdapat prospek yang realistis mengenai pengembalian di masa datang. Ketika kredit yang diberikan tidak tertagih dan semua jaminan telah direalisasi atau sudah diambil alih, kredit yang diberikan tersebut dihapus buku dengan menjurnal balik cadangan kerugian penurunan nilai. Kredit yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kembali atas pokok kredit yang diberikan yang telah dihapusbukukan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan bunga atas kredit yang telah dihapusbukukan dicatat sebagai pendapatan operasional lainnya. Penerimaan denda atas kredit yang telah dihapusbukukan dicatat sebagai pendapatan non-operasional.

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan

Penurunan Nilai Aset Keuangan

Pada setiap tanggal laporan posisi keuangan, Bank mengevaluasi apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi jika, dan hanya jika, terdapat bukti yang objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang menyebabkan penurunan nilai), yang berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

k. Loans (continued)

Restructured loans are stated at the lower of carrying value on the date of restructuring or value of the future cash receipts after restructuring. Losses resulting from the difference between the carrying value on the date of restructuring with value of the future cash receipts after restructuring are recognized in the statement of profit or loss and other comprehensive income. After the restructuring, all future cash receipts specified by the \new terms are recorded as a return of principal loans and interest income, in accordance with the restructuring.

Loans are deemed uncollected when there are no realistic prospects of future recovery. When loans are deemed uncollected and all collateral have been realized or have been foreclosed, they are written-off against the related allowance for impairment losses. Those uncollected loan can be written off after all the necessary procedures have been performed and the amount of the loss has been determined.

Subsequent recoveries of written-off loans are credited by adjusting the allowance for impairment losses account. Interest received on loans previously written-off are recorded as other operating income. Penalties received on loans previously written-off are recorded as non-operating income.

l. Impairment of Financial and Non-Financial Assets

Impairment of Financial Assets

The Bank assesses at each statement of financial position date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired and impairment losses incurred if, and only if, there is an objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred loss event) and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan (lanjutan)

Penurunan Nilai Aset Keuangan (lanjutan)

Kriteria yang digunakan oleh Bank untuk menentukan bukti objektif dari penurunan nilai adalah sebagai berikut:

a) kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
b) pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;
c) pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
d) terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
e) hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau
f) data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa datang dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk:
    1) memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan
    2) kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Jika terdapat bukti objektif bahwa penurunan nilai telah terjadi, jumlah kerugian diukur sebagai selisih antara nilai tercatat aset dengan nilai sekarang dari estimasi arus kas masa depan (tidak termasuk kerugian kredit di masa datang yang diharapkan tapi belum terjadi).

Estimasi periode antara terjadinya peristiwa dan teridentifikasinya kerugian ditentukan oleh manajemen untuk setiap portofolio yang diidentifikasi. Pada umumnya, periode tersebut bervariasi antara 3 (tiga) sampai 12 (dua belas) bulan, untuk kasus tertentu diperlukan periode yang lebih lama.

Untuk aset keuangan yang dicatat pada biaya perolehan diamortisasi, Bank pertama kali menentukan apakah terdapat bukti objektif penurunan nilai secara individual atas aset keuangan yang signifikan, dan secara individual atau kolektif untuk aset keuangan yang tidak signifikan secara individual

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l. Impairment of Financial and Non-Financial Assets (continued)

Impairment of Financial Assets (continued)

The criteria used by the Bank to determine the objective evidence of the impairment are as follows:

a) significant financial difficulty of the issuer or obligor;
b) breach of contract, such as a default or delinquency in interest or principal payments;
c) the lender, with economic or legal reasons related to the financial difficulties experienced by the borrower, provide relief (concessions) to the borrower that can not be given if the borrower is not experiencing difficulties;
d) it is probable that the borrower will enter bankruptcy or other financial reorganization;
e) the disappearance of an active market for that financial asset because of financial difficulties; or
f) observable data indicating a measurable decrease in the estimated future cash flows of a group of financial assets since the initial recognition of the asset, although the decrease can not yet be identified to the individual financial assets in the asset group, including:
    1) deterioration in the payment status of borrowers in the group; and
    2) national or local economic conditions that correlate with defaults on assets in the group.

If there is an objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred).

The estimated period between the incident and the identification of loss is determined by management for each identified portfolio. In general, this period varies between 3 (three) to 12 (twelve) months, for a particular case required a longer period.

For financial assets carried at amortized cost, the Bank first assesses whether there is any objective evidence of impairment for financial asset which balance is individually significant, and individually or collectively for financial assets that are not individually significant.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan (lanjutan)

Penurunan Nilai Aset Keuangan (lanjutan)

Penilaian secara individual dilakukan atas aset keuangan yang signifikan yang memiliki bukti objektif penurunan nilai. Aset keuangan yang tidak signifikan dimasukkan dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang sejenis dan dilakukan penilaian secara kolektif.

Jika terdapat bukti objektif bahwa kerugian penurunan nilai telah terjadi, jumlah kerugian diukur sebagai selisih antara nilai tercatat aset dan nilai kini dari estimasi arus kas masa datang (tidak termasuk kerugian kredit di masa datang yang belum terjadi) yang didiskonto menggunakan suku bunga efektif awal dari aset keuangan tersebut. Nilai tercatat aset tersebut dikurangi menggunakan cadangan kerugian penurunan nilai dan jumlah kerugian penurunan nilai diakui pada laporan laba rugi dan penghasilan komprehensif lain. Perhitungan nilai kini dari estimasi arus kas masa datang atas aset keuangan dengan agunan mencerminkan arus kas yang dapat dihasilkan dari pengambilalihan agunan dikurangi biaya-biaya untuk memperoleh dan menjual agunan, terlepas apakah pengambilalihan tersebut berpeluang terjadi atau tidak.

Jika Bank menentukan tidak terdapat bukti objektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, terlepas aset keuangan tersebut signifikan atau tidak, maka Bank memasukkan aset tersebut ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang serupa dan menilai penurunan nilai kelompok tersebut secara kolektif. Arus kas masa datang dari kelompok keuangan yang penurunan nilainya dievaluasi secara kolektif, diestimasi berdasarkan kerugian historis yang pernah dialami atas aset-aset yang memiliki risiko kredit yang serupa dengan karakteristik risiko kredit kelompok tersebut di Bank. Aset keuangan yang penurunan nilainya dilakukan secara individual, dan untuk itu kerugian penurunan nilai telah diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

Bank menggunakan nilai wajar agunan sebagai dasar arus kas masa datang apabila memenuhi salah satu kondisi berikut:
1. Kredit bersifat *collateral dependent*, yaitu jika pelunasan kredit hanya bersumber dari agunan;
2. Pengambilalihan agunan kemungkinan besar terjadi dan didukung dengan perjanjian legal pengikatan agunan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l. Impairment of Financial and Non-Financial Assets (continued)

Impairment of Financial Assets (continued)

Individual assessment is performed on the significant financial assets that had objective evidence of impairment. The insignificant financial assets includes in the group of financial assets with similar credit risk characteristics and assessed collectively.

If there is an objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred) discounted using the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance for impairment losses account and the amount of the loss is recognized in the statement of profit or loss and other comprehensive income. The calculation of the estimated future cash flows of a collateralized financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, whether or not foreclosure is probable.

If the Bank determines that there is no objective evidence of impairment value for an individually assessed financial asset, whether those financial asset significant or not, the Bank includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. The future cash flows of group of financial assets that are collectively assessed are estimated based on historical loss experience of assets with similar credit risk characteristics with credit risk characteristics of the group in the Bank. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognized are not included in a collective assessment of impairment.

The Bank uses fair value of collateral as a basis for future cash flows if it meets one of the following conditions:
1. *Loans are collateral dependent, i.e. if the loan repayment only from the collateral.*
2. *Foreclosure of collateral is likely to occur and supported by legally binding agreements collateral.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan (lanjutan)

Penurunan Nilai Aset Keuangan (lanjutan)

Penyisihan kerugian penurunan nilai secara individual atas aset keuangan dihitung dengan menggunakan metode diskonto arus kas (*discounted cash flows*).

Bank menetapkan kredit yang harus dievaluasi penurunan nilainya secara individual, jika memenuhi salah satu kriteria di bawah ini:

1. Kredit yang secara individual memiliki nilai signifikan dan memiliki bukti objektif penurunan nilai;
2. Kredit yang direstrukturisasi yang secara individual memiliki nilai signifikan.

Berdasarkan kriteria di atas, penilaian secara kolektif dilakukan untuk: (a) Pinjaman dalam segmen pasar korporasi dengan kolektibilitas lancar dan dalam perhatian khusus serta tidak direstrukturisasi; atau (b) Pinjaman dalam segmen pasar usaha kecil dan konsumen

Penghitungan penyisihan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif dilakukan berdasarkan pengalaman kerugian yang lalu (*historical loss experience*). *Historical loss experience* disesuaikan menggunakan dasar data yang dapat diobservasi untuk mencerminkan efek dari kondisi saat ini terhadap Bank dan menghilangkan efek dari masa lalu yang sudah tidak berlaku saat ini. Aset keuangan dikelompokkan berdasarkan karakteristik risiko kredit yang sama antara lain dengan mempertimbangkan segmentasi kredit dan tunggakan debitur.

Bank menggunakan metode *migration analysis method*, untuk menilai penyisihan kerugian penurunan nilai kredit dengan menggunakan data historis dalam menghitung *Probability of Default* (PD) dan *Loss of Given Default* (LGD).

Aset keuangan dan penyisihan yang terkait dihapuskan jika tidak ada peluang yang realistis untuk pengembalian di masa datang dan semua jaminan telah direalisasi atau sudah diambil alih oleh Bank. Aset keuangan tersebut dihapus buku dengan menjurnal balik penyisihan kerugian penurunan nilai. Aset keuangan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l. Impairment of Financial and Non-Financial Assets (continued)

Impairment of Financial Assets (continued)

Allowance for impairment losses on impaired financial assets that was assessed individually by using discounted cash flows method.

The Bank assigns the loans that must be evaluated for impairment on an individual basis, if it meets one of the criteria below:

1. *Loans which individually have significant value and objective evidence of impairment;*
2. *Restructured loans that individually have significant value.*

Based on the above criteria, the collective assessment conducted to: (a) Loans in the corporate market segment with the current collectibility and special mention and not restructured; or (b) Loans in the small business market segment and customers.

Calculation of the allowance for impairment losses on financial assets that are collectively assessed is based on past loss experience (historical loss experience). Historical loss experience is adjusted using basic observable data to reflect the effects of the current condition to the bank and eliminate the effects of the past that not applicable to current condition. Financial assets are classified based on similar credit risk characteristics such as segmentation considering credit and delinquent debtors.

The Bank uses the migration analysis method to assess the allowance for loan impairment losses using historical data to calculate the Probability of Default (PD) and Loss of Given Default (LGD).

Financial assets together with the associated allowance are written-off when there is no realistic prospect of future recovery and all collateral has been released or has been transferred to the Bank. Financial assets are written-off by reversing the allowance for impairment losses. Financial assets are written-off if all necessary procedures have been performed and the amount of loss has been determined.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan (lanjutan)

Penurunan Nilai Aset Keuangan (lanjutan)

Jika, pada suatu periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara objektif pada peristiwa yang terjadi setelah penurunan nilai diakui (seperti meningkatnya peringkat kredit debitur atau penerbit), maka kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan, dengan menyesuaikan akun penyisihan. Jumlah pemulihan aset keuangan diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Untuk aset keuangan yang tersedia untuk dijual, pada setiap tanggal laporan posisi keuangan, Bank mengevaluasi apakah terdapat bukti objektif bahwa aset keuangan mengalami penurunan nilai. Penurunan yang signifikan atau penurunan jangka panjang atas nilai wajar dari investasi dalam instrumen utang yang diklasifikasikan dalam kelompok tersedia untuk dijual di bawah biaya perolehannya merupakan bukti objektif terjadinya penurunan nilai dan menyebabkan pengakuan kerugian penurunan nilai. Ketika terdapat bukti tersebut di atas untuk aset yang tersedia untuk dijual, kerugian penurunan nilai atas aset keuangan yang tersedia untuk dijual diakui dengan mengeluarkan kerugian kumulatif yang telah diakui secara langsung dalam ekuitas ke dalam laporan laba rugi dan penghasilan komprehensif lain. Jumlah kerugian kumulatif yang dikeluarkan dari ekuitas dan diakui pada laporan laba rugi dan penghasilan komprehensif lain merupakan selisih antara biaya perolehan, setelah dikurangi pelunasan pokok dan amortisasi, dengan nilai wajar kini, dikurangi kerugian penurunan nilai aset keuangan yang sebelumnya telah diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir periode pelaporan, Bank menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Suatu aset mengalami penurunan nilai jika nilai tercatat aset lebih besar daripada nilai yang dapat dipulihkan. Nilai tercatat dari aset non-keuangan, kecuali aset pajak tangguhan, ditelaah setiap periode, untuk menentukan apakah terdapat indikasi penurunan nilai. Jika terdapat indikasi penurunan nilai, maka Bank akan melakukan estimasi jumlah nilai yang dapat dipulihkan aset tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l. Impairment of Financial and Non-Financial Assets (continued)

Impairment of Financial Assets (continued)

If, in the next period, the amount of allowance for impairment losses decreased and the decrease can be related objectively to an event that occured after the recognition of the impairment losses (i.e. upgrade debtor's or issuer's collectibility), therefore the impairment loss that was previously recognized has to be reversed, by adjusting the allowance account. The reversal amount of financial assets is recognized in the statement of profit or loss and other comprehensive income.

For available-for-sale financial assets, the Bank assesses at each statement of financial position date whether there is an objective evidence that the financial assets are impaired. In the case of debt instruments classified as available-for-sale, a significant or prolonged decline in the fair value of debt instrument below its cost is objective evidence of impairment and resulting in the recognition of an impairment loss. If any such evidence exists for available-for-sale financial assets, impairment losses on available-for-sale financial assets are recognized by transferring the cumulative loss that has been recognized directly in equity to the statement of profit or loss and other comprehensive income. The cumulative loss that has been removed from equity and recognized in the statement of profit or loss and other comprehensive income is the difference between the acquisition cost, net of any principal repayment and amortization, and the current fair value, less any impairment loss that previously recognized in the statement of profit or loss and other comprehensive income.

Impairment of Non-Financial Assets

The Bank assesses at the end of each reporting period whether there is an indication that an asset may be impaired. Assets are considered as impaired when the carrying value of assets is exceed the recoverable amount. The carrying amount of non-financial assets, except for deferred tax assets are reviewed each period to determine whether there is any indication of impairment. If any such indication exists the Bank will estimate the asset's recoverable amount.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

l. Penurunan Nilai Aset Keuangan dan Aset Non-Keuangan (lanjutan)

Penurunan Nilai Aset Non-Keuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas ("UPK") dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Dalam menghitung nilai pakai, estimasi arus kas masa depan bersih didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik aset.

Untuk tujuan pengujian penurunan nilai, aset yang tidak dapat diuji secara individual akan digabungkan dengan kelompok yang lebih kecil yang memberikan arus kas masuk dari penggunaan berkelanjutan yang sebagian besar independen terhadap arus kas masuk atas aset lainnya atau UPK.

Penyisihan penurunan nilai diakui jika nilai tercatat dari suatu aset atau UPK melebihi nilai yang dapat diperoleh kembali. Penyisihan penurunan nilai diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Kerugian penurunan nilai atas aset non keuangan yang diakui pada periode sebelumnya dinilai pada setiap akhir periode pelaporan untuk menilai apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui sebelumnya telah menurun atau tidak ada lagi. Kerugian penurunan nilai dibalik jika terdapat perubahan estimasi yang digunakan untuk menentukan jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat bersih setelah penyusutan atau amortisasi, seandainya tidak ada kerugian penurunan nilai yang telah diakui untuk aset tersebut pada periode sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laba rugi. Setelah pembalikan tersebut diakui sebagai laba rugi, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l. Impairment of Financial and Non-Financial Assets (continued)

Impairment of Non-Financial Assets (continued)

The recoverable amount of an individual assets is the higher of an asset or Cash Generating Unit (CGU) less cost to sell and its value in use, unless the asset does not generate cash inflows that are largerly independent of those from other assets or groups of assets. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risk specific to the assets.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

An impairment loss is recognized if the carrying amount of an asset or CGU exceeds its recoverable amount. Impairment losses are recognized in the statement of profit or loss and other comprehensive income.

Impairment losses of non-financial assets recognized in prior period are assessed at each reporting date for any indications that the losses that recognized in prior period has decreased or no longer exists. An impairment losses is reversed if there has been changes in the estimates used to determine the recoverable amount. The reversal of an impairment losses limited so that the carrying amount of the asset does not exceed the recoverable amount and the carrying amount net of depreciation and amortization, if there is no impairment losses that has been recognized in prior period for the asset. Reversal of impairment loss is recognized in profit or loss. After such a reversal recognized in profit or loss, depreciation for the asset is adjusted in future period to allocate the asset's revised carrying amount, less any residual value, on a systemic basis over the remaining useful life.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

m. Pernyataan Saham

Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik.

Penyertaan dalam bentuk saham dengan kepemilikan kurang dari 20% yang nilai wajarnya tidak tersedia dan dimaksudkan untuk penyertaan jangka panjang dinyatakan sebesar biaya perolehan (metode biaya). Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Penyisihan kerugian penurunan nilai dan kenaikan/penurunan nilai wajar disajikan sebagai penambahan/pengurangan terhadap saldo penyertaan saham

n. Tagihan dan Liabilitas Akseptasi

Dalam kegiatan bisnis biasa, Bank memberikan jaminan keuangan, seperti letters of credit, bank garansi dan akseptasi.

Tagihan akseptasi diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif, dikurangi oleh penyisihan kerugian penurunan nilai. Liabilitas akseptasi diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

Penyisihan kerugian penurunan nilai dilakukan bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2l.

o. Aset Tetap

Aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Setelah pengakuan awal, aset tetap kecuali hak atas tanah, dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada.

Aset tetap dinyatakan sebesar nilai wajar pada tanggal revaluasi yang merupakan nilai wajar pada tanggal revaluasi (model revaluasi-kuasi reorganisasi sejak tanggal 30 Juni 2012) dikurangi akumulasi penyusutan dan rugi penurunan nilai, jika ada.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

m. Investments in Shares of Stock

Investments in shares of stock are long-term investments in non-public companies

Investments in shares with ownership interest of less than 20% that do not have readily determinable fair values and are intended for long-term investments are stated at cost (cost method). The carrying amount of the investments is written down to recognize a permanent decline in value of the individual investments and such loss is charged directly to the current year statement of profit or loss and other comprehensive income.

Allowance for impairment losses and increases/decreases in fair value are presented as additions/deductions from the outstanding balance of investment in share of stock

n. Acceptance Receivables and Payables

In the ordinary course of business, the Bank provides financial guarantees, consisting of letters of credit, bank guarantees and acceptances.

Acceptance receivables are measured at amortized cost using the effective interest rate method, less allowance for impairment losses. Acceptance payables are measured at amortized cost by using the effective interest rate method.

Allowance for impairment losses is calculated if there is an objective evidence of impairment by using the impairment methodology as disclosed in Note 2l.

o. Fixed Assets

Fixed assets are initially recognized at cost, which comprises its price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent to initial recognition, fixed assets, except for landrights, are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Fixed assets are stated at fair value at the revaluation date which is represent fair value at the date of revaluation(revaluation model-quasireorganization as of June 30, 2012) less accumulated depreciation and impairment losses, if any.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

o. Aset Tetap (lanjutan)

Sejak tanggal 1 Januari 2016, hak atas tanah dan bangunan dinyatakan sebesar nilai revaluasi yang merupakan nilai wajar pada tanggal revaluasi dikurangi akumulasi penyusutan untuk bangunan dan rugi penurunan nilai, jika ada. Penilaian terhadap hak atas tanah dan bangunan dilakukan oleh penilai independen eksternal yang memiliki kualifikasi profesional. Revaluasi dilakukan dengan keteraturan yang cukup reguler untuk memastikan bahwa nilai tercatat aset yang direvaluasi tidak berbeda secara material dengan nilai wajarnya pada tanggal pelaporan. Akumulasi penyusutan dieliminasi terhadap nilai tercatat bruto dari aset yang direvaluasi pada tanggal revaluasi.

Kenaikan nilai tercatat yang berasal dari revaluasi dicatat pada penghasilan komprehensif lain dan terakumulasi dalam ekuitas sebagai "Surplus Revaluasi Aset Tetap". Kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah dilakukan sebelumnya dalam laba rugi. Penurunan nilai tercatat yang berasal dari revaluasi aset tetap dibebankan dalam laba rugi apabila penurunan tersebut melebihi saldo akun surplus revaluasi aset tetap yang berasal dari revaluasi sebelumnya, jika ada.

Penyusutan atas nilai revaluasi aset tetap dibebankan ke laporan laba rugi dan penghasilan komprehensif lain. Bila kemudian aset tetap yang telah direvaluasi dijual atau dihentikan penggunaannya, saldo surplus revaluasi tersisa dipindahkan langsung ke saldo laba.

Penyusutan aset tetap dimulai pada saat aset tetap tersebut siap untuk digunakan sesuai maksud penggunaannya. Aset tetap, kecuali hak atas tanah yang tidak disusutkan, disusutkan dengan menggunakan saldo menurun ganda (*double-declining balance method*), sedangkan bangunan disusutkan dengan menggunakan metode garis lurus (*straight-line method*). Tarif penyusutan dan estimasi umur manfaat ekonomis aset tetap adalah sebagai berikut:

	Tarif/*Rate*	Umur manfaat (tahun)/ *Useful life (year)*	
Bangunan	5% - 10%	10 - 20	*Buildings*
Inventaris Kantor	10% - 50%	4 - 8	*Officee Equipment*
Instalasi	10% - 50%	4 - 8	*Instalations*

Hak atas tanah dicatat sebesar nilai revaluasi yang mencerminkan nilai wajar pada tanggal revaluasi dan tidak disusutkan. Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya akuisisi hak atas tanah pada akun "Aset Tetap" dan biaya-biaya tersebut tidak disusutkan. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomi tanah, mana yang lebih pendek.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

o. Fixed Assets (lanjutan)

Since January 1, 2016, landrights and buildings are stated at revalued amount which is the fair value at the date of revaluation less accumulated depreciation for buildings and impairment losses, if any. The valuation oflandrights and buildings are performed by external independent valuers who have professional qualifications. Revaluation is performed with sufficient regularity to ensure that the carrying amount of the revaluation does not differ materially from its fair value at the reporting date. Any accumulated depreciation are eliminated against the gross carrying amount of assets revalued at the date of revaluation.

Increasing in the carrying amount arising from revaluation are recorded in other comprehensive income and accumulated in equity as "Revaluation Surplus of Fixed Assets". The increasing is recognized in profit or loss up to the impairment amount of the similar assets due to revaluation that has ever done before in profit or loss. A decrease in the carrying amount arising from revaluation of fixed assets is charged to the profit and loss if the decrease is exceeded revaluation surplus account balance from the previous revaluation, if any.

Depreciation on revaluation value of fixed assets are charged to profit or loss and other comprehensive income. If then the revalued fixed asset is sold or retired, the revaluation surplus is transferred directly to retained earnings.

Depreciation starts when fixed asset is ready for use as intended use. The fixed assets, except landrights which are not depreciated, are depreciated using the double-declining balance method, while buildings are depreciated using the straight-line method. Depreciation rates and estimated useful life of the assets are as follows:

Landrights is stated at revalued amount which represents fair value at the revaluation date and is not depreciated. Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the landrights in "Fixed Assets" account and these costs are not depreciated. Costs related to renewal of landrights are recognized as intangible assets and amortized during the period of the landrights or economic life, whichever is shorter.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

o. Aset Tetap (lanjutan)

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah bersih hasil pelepasan dan jumlah tercatat dari aset) dikreditkan atau dibebankan pada operasi periode aset tersebut dihentikan pengakuannya.

Beban pemeliharaan dan perbaikan dibebankan pada operasi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset tetap terkait bila besar kemungkinan bagi Bank manfaat ekonomis masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat ekonomis aset tetap terkait

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

Apabila nilai tercatat aset tetap lebih besar daripada nilai yang dapat diperoleh kembali, nilai tercatat aset tetap tersebut diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, yang ditentukan sebagai nilai tertinggi antara harga jual bersih dan nilai pakai.

Nilai residu dari aset tetap adalah estimasi jumlah yang dapat diperoleh Bank saat ini dari pelepasan aset tetap, setelah dikurangi estimasi biaya pelepasan, jika aset tetap telah mencapai umur dan kondisi yang diperkirakan pada akhir umur manfaat ekonomisnya.

Pada setiap akhir periode pelaporan, nilai residu, manfaat ekonomis dan metode penyusutan dievaluasi, dan disesuaikan secara prospektif, jika memenuhi kondisi tersebut.

p. Aset Takberwujud

Aset takberwujud yang diperoleh secara terpisah diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada biaya perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai, jika ada. Aset takberwujud dengan umur manfaat terbatas diamortisasi secara garis lurus selama umur manfaat ekonomisnya dan dievaluasi apabila terdapat indikasi adanya penurunan nilai.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

o. Fixed Assets (lanjutan)

An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period the asset is derecognized.

Repairs and maintenance are taken to profit or loss when incurred. The cost of major renovation and restoration is included in the carrying amount of the related fixed assets when it is probable that future economic benefits in excess of the originally assessed standard performance of the existing asset will flow to the Bank and is depreciated over the remaining useful lives of the related fixed assets.

The carrying amounts of fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be fully recoverable.

When the carrying amount of fixed assets is greater than its estimated recoverable amount, it is written down to its recoverable amount which is determined at the higher of net selling price or value in use.

The residual value of a fixed asset is the estimated amount that can be acquired by the Company at this time of disposal of fixed assets, net of estimated costs of disposal, if the fixed asset has reached the age and condition expected at the end of its useful life.

The assets residual values, useful lives and methods of depreciation are evaluated, and adjusted prospectively, if appropriate, at the end of each reporting period.

p. Intangible Assets

Intangible asset which acquired separately is measured at cost on initial recognition. After initial recognition, intangible asset is recorded at cost less accumulated amortization and accumulated impairment losses, if any. Intangible asset with finite useful life is amortized on a straight-line basis over its economic useful life and evaluated for impairment whenever there is an indication that it may be impaired.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

p. Aset Takberwujud (lanjutan)

Aset takberwujud dihentikan pengakuannya pada saat:
a) dijual; atau
b) ketika tidak ada manfaat ekonomis di masa depan yang dapat diharapkan dari penggunaan atau penjualan aset tersebut.

Aset takberwujud yang dimiliki oleh Bank berupa perangkat lunak. Aset takberwujud diakui jika, dan hanya jika, biaya perolehan aset tersebut dapat diukur secara andal dan kemungkinan besar Bank akan memperoleh manfaat ekonomis masa depan dari aset tersebut.

Perangkat lunak yang bukan merupakan bagian integral dari perangkat keras yang terkait dicatat sebagai aset takberwujud dan dinyatakan sebesar nilai tercatat, yaitu sebesar harga perolehan dikurangi dengan akumulasi amortisasi.

Biaya perolehan perangkat lunak terdiri dari seluruh pengeluaran yang dapat dikaitkan langsung dalam persiapan perangkat lunak tersebut sehingga siap digunakan sesuai dengan tujuannya.

Pengeluaran setelah perolehan perangkat lunak dapat ditambahkan pada biaya perolehan perangkat lunak atau dikapitalisasi sebagai perangkat lunak hanya jika pengeluaran tersebut menambah manfaat ekonomis masa depan dari perangkat lunak yang bersangkutan sehingga menjadi lebih besar dari standar kinerja yang diperkirakan semula. Pengeluaran yang tidak menambah manfaat ekonomis masa depan dari perangkat lunak diakui sebagai beban pada saat terjadinya.

Perangkat lunak dengan umur terbatas diamortisasi dengan menggunakan metode garis lurus selama estimasi umur manfaat ekonomis yaitu 10 (sepuluh) tahun dan tarif amortisasi sebesar 10%.

Amortisasi perangkat lunak diakui dalam laporan laba rugi dan penghasilan komprehensif lain, sejak tanggal perangkat lunak tersebut tersedia untuk digunakan sampai berakhirnya umur manfaat ekonomis dari perangkat lunak tersebut.

Pada setiap periode pelaporan, umur manfaat ekonomis dan metode amortisasi dievaluasi, dan disesuaikan secara prospektif, jika diperlukan.

q. Biaya Dibayar Dimuka dan Aset Lain-Lain

Biaya dibayar di muka diamortisasi selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p. Intangible Assets (continued)

An intangible asset shall be derecognized when:
a) on disposal; or
b) when no future economic benefits are expected from its use or disposal.

Intangible asset held by the Bank is software. Intangible asset is recognized if, and only if, the acquistion cost can be measured reliably and is probable that expected future benefits that are attributable to it will flow to the Bank.

Software which is not an integral part of a related hardware is recorded as intangible asset and stated at carrying amount, which is cost less accumulated amortization.

The cost of software consists of all expenses directly attributable to the preparation of such software, until it is ready to be used for its intended purpose.

Subsequent expenditure on software acquisition is capitalized to the value of software only when it increases the future economic benefits of the software, so that it becomes larger than originally expected performance standards. Expenditure with no addition of future economic benefits from the software is directly recognized as expenses when incurred.

Software with a finite useful life is amortized using the straight-line method over the estimated useful life of 10 (ten) years and amortization rate of 10%.

Amortization is recognized in the statement of profit or loss and other comprehensive income from the date that is available for use until the economic benefits of software is ended.

The assets residual values, useful lives and methods of amortization are evaluated, and adjusted prospectively, if appropriate, at the end of each reporting period.

q. Prepaid Expenses and Other Assets

Prepaid expenses are amortized over their beneficial period using the straight-line method.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

q. Biaya Dibayar Dimuka dan Aset Lain-Lain (lanjutan)

Aset lain-lain disajikan sebesar nilai tercatat, yaitu harga perolehan setelah dikurangi dengan akumulasi amortisasi dan penurunan nilai, jika ada.

Aset dalam pengembangan dinyatakan sebesar biaya perolehan dan disajikan sebagai bagian dari aset tetap. Akumulasi biaya perolehan aset dalam pengembangan dipindahkan ke aset tetap dan aset takberwujud pada saat aset tersebut telah selesai dikembangkan dan siap digunakan sesuai dengan tujuannya. Aset dalam pengembangan tidak disusutkan karena belum tersedia untuk digunakan.

r. Agunan yang diambil alih

Pada saat pengakuan awal, agunan yang diambil alih sehubungan dengan penyelesaian kredit dicatat sebesar nilai wajar setelah dikurangi biaya untuk menjualnya tetapi tidak melebihi nilai tercatat kredit yang diberikan. Bank tidak mengakui keuntungan pada saat pengambilalihan agunan. Selisih lebih antara saldo kredit yang tidak dapat ditagih dengan nilai bersih agunan yang diambil alih yang dapat direalisasikan dibebankan pada penyisihan kerugian. Setelah pengakuan awal, agunan yang diambil alih dicatat sebesar nilai yang lebih rendah antara nilai tercatat dengan nilai wajar setelah dikurangi biaya untuk menjualnya. Selisih lebih antara nilai tercatat dengan nilai wajar agunan yang diambil alih setelah dikurangi biaya untuk menjualnya diakui sebagai kerugian penurunan nilai dalam laba rugi tahun berjalan

Selisih antara nilai agunan yang diambil alih dan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan

Agunan yang diambil alih tidak disusutkan dan beban-beban yang berkaitan dengan pemeliharaan agunan yang diambil alih dibebankan pada laporan laba rugi dan penghasilan komprehensif lain pada saat terjadinya.

Manajemen mengevaluasi nilai agunan yang diambil alih secara berkala. Penyisihan kerugian penurunan nilai agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

s. Liabilitas Segera

Liabilitas segera merupakan liabilitas Bank yang harus segera dibayarkan kepada pihak lain berdasarkan kontrak atau perintah dari pihak yang mempunyai kewenangan untuk itu. Liabilitas segera diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

q. Prepaid Expenses and Other Assets (continued)

Other assets are stated at carrying amount, which is cost less accumulated amortization and impairment losses, if any.

and presented as part of fixed assets. The accumulated costs are reclassified to the appropriate fixed assets and intangible assets account at the time the assets have been fully developed and ready for their intended use. Assets under development are not depreciated as these are not yet available for use.

r. Foreclosed Assets

Foreclosed assets acquired in conjunction with settlement of loans are initially recorded at their fair value less costs to sell but not to exceed the carrying value of loans. The Bank does not recognize any gains when the Bank foreclosed an asset. Subsequent to initial recognition, foreclosed assets are recorded at carrying amount or at fair value less costs to sell, whichever is lower. The excess between the carrying value and fair value less costs to sell is recognized as impairment losses in the current year profit or loss.

The difference between the carrying value of the foreclosed assets and the proceed from the sale of foreclosed assets is recognized as gain or loss at the time of sale.

Foreclosed assets do not depreciated and expenses for maintaining foreclosed assets are charged in the current year statement of profit or loss and other comprehensive income as incurred.

Management evaluates the value of foreclosed assets periodically. An allowance for impairment losses of foreclosed assets is provided based on the decline in value of foreclosed assets.

s. Obligations Due Immediately

Obligations due immediately represent obligations to third parties based on contract or order by those having authority that have to be settled immediately. Obligations due immediately are measured at amortized cost using effective interest rate method.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

t. Simpanan Nasabah

Giro merupakan simpanan nasabah yang dapat digunakan sebagai alat pembayaran dan penarikannya dapat dilakukan setiap saat melalui cek atau pemindahbukuan dengan bilyet giro dan sarana perintah pembayaran lainnya. Giro dinyatakan sebesar nilai titipan pemegang giro di Bank.

Tabungan merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah sesuai dengan persyaratan tertentu yang disepakati. Tabungan dinyatakan sebesar nilai kewajiban pada pemilik tabungan.

Deposito berjangka merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito berjangka dengan Bank. Deposito berjangka dinyatakan sebesar nilai nominal yang tercantum dalam sertifikat yang diterbitkan oleh Bank, sesuai dengan perjanjian antara pemegang deposito berjangka dengan Bank.

Simpanan nasabah diklasifikasikan sebagai liabilitas yang diukur pada biaya perolehan diamortisasi, pada saat pengakuan awal diakui pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung, jika ada, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

u. Simpanan dari Bank Lain

Simpanan dari bank lain terdiri dari liabilitas terhadap bank dalam negeri, dalam bentuk *interbank call money* yang jatuh tempo menurut perjanjian tidak melebihi dari 90 (sembilan puluh) hari, giro, deposito berjangka dan deposito *on call*.

Simpanan dari bank lain diklasifikasikan sebagai liabilitas yang diukur pada biaya perolehan diamortisasi, yang diakui pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung, jika ada, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

v. Pinjaman Subordinasi

Pinjaman subordinasi diakui sebesar nilai wajarnya pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal pinjaman subordinasi dan biaya transaksi yang merupakan bagian yang tidak terpisahkan dari suku bunga efektif.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

t. Deposits from Customers

Demand deposits represent customer funds which can be used as payment instruments, and can be withdrawn at any time through cheque, or transferred through current account drafts and other transfer instruction media. Demand deposits are stated at the amounts entrusted to the Bank by the depositors.

Savings deposits represent customer funds which can be withdrawn by the depositors only under certain conditions. Savings deposits are stated at the agreed amounts due to the depositors.

Time deposits represent customer funds which can be withdrawn by the depositors only on specific maturity dates based on the agreements between the depositors and the Bank. Time deposits are stated at the nominal amounts stated in the certificates issued by the Bank in accordance with the agreements between the depositors and the Bank.

Deposits from customers are classified as liabilities measured at amortized cost are initially recognized at fair value plus directly attributable transaction costs, if any, and subsequently measured at amortized cost using the effective interest rate method.

u. Deposits from Others Bank

Deposits from other banks represent liabilities to domestic banks, in the form of interbank call money with original maturities less than 90 (ninety) days, demand deposits, time deposits and on call deposits.

Deposits from other banks are classified as liabilities measured at amortized cost, which are initially recognized at fair value plus directly attributable transaction costs, if any, and subsequently are measured at amortized cost using the effective interest rate method.

v. Subordinated Loan

Subordinated loan is initially recognized at fair value and subsequently measured at amortized cost using the effective interest rate method.

Amortized cost is calculated by taking into account any discount or premium on subordinated loan and transaction costs that are an integral part of the effective interest rate.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

w. Pendapatan dan Beban Bunga

Pendapatan dan beban bunga untuk semua instrumen keuangan yang dikenakan suku bunga diakui pada laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi dan seluruh premi atau diskon lainnya.

Pendapatan dan beban bunga yang disajikan di dalam laporan laba rugi dan penghasilan komprehensif lain meliputi:
- Bunga atas aset keuangan dan liabilitas keuangan yang dicatat pada biaya perolehan diamortisasi yang dihitung dengan menggunakan metode suku bunga efektif.
- Bunga atas efek-efek yang tersedia untuk dijual yang dihitung dengan menggunakan metode suku bunga efektif.

x. Pendapatan dan Beban Provisi dan Komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pemberian kredit, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi dan penghasilan komprehensif lain.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu dan/atau terkait dengan pemberian suatu jasa, diakui sebagai pendapatan pada saat terjadinya transaksi dan dicatat pada akun pendapatan operasional lainnya.

Beban provisi dan komisi lainnya terutama terkait dengan provisi atas transaksi dan jasa, diakui sebagai beban pada saat jasa tersebut diterima.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

w. Interest Income and Expenses

Interest income and expense for all interest-bearing financial instruments are recognized in the statement of profit or loss and other comprehensive income using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument (or, where appropriate, a shorter period) to obtain the carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses. This calculation includes all commissions, fees, and other forms received by the parties in the contract that are an integral part of the effective interest rate, transaction costs and all other premiums or discounts.

Interest income and expenses presented in the statement of profit or loss and other comprehensive income include:
- *Interest on financial assets and liabilities at amortized cost calculated on an effective interest basis.*
- *Interest on available-for-sale securities calculated on an effective interest basis.*

x. Fees and Commissions Income and Expense

Fees and commissions income which directly related to lending activities, or fees and commissions related to a specific period, are amortized over the term of the contract using the effective interest rate and classified as part of interest income on the statement of profit or loss and other comprehensive income.

Fees and commissions income which are not related to lending activities or a specific period are recognized as revenues on the transaction date as other operating income.

Other fees and commission expense relate mainly to transaction and service fees, which are expensed as the services are received.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

y. Pendapatan dan Beban Operasional Lainnya

Seluruh pendapatan dan beban operasional lainnya dibebankan pada laporan laba rugi dan penghasilan komprehensif lain pada saat terjadinya.

z. Perpajakan

Beban pajak penghasilan terdiri dari pajak penghasilan kini dan pajak penghasilan tangguhan. Pajak tersebut diakui dalam laporan laba rugi, kecuali apabila pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas atau penghasilan komprehensif lain. Dalam hal ini, pajak tersebut diakui langsung pada ekuitas atau penghasilan komprehensif lain.

Pajak Kini

Pajak kini ditentukan berdasarkan laba kena pajak dalam tahun yang bersangkutan yang dihitung berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan dan penyesuaian terkait dengan utang atau restitusi pajak tahun-tahun sebelumnya.

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau yang dibayarkan kepada otoritas pajak.

Manajemen secara periodik melakukan evaluasi atas posisi yang diambil dalam pelaporan pajak sehubungan dengan situasi dimana peraturan pajak terkait menjadi subjek interpretasi dan menetapkan provisi bila diperlukan.

Perubahan terhadap liabilitas perpajakan diakui pada saat diterimanya surat ketetapan pajak atau, jika Bank mengajukan keberatan, pada saat keputusan atas keberatan tersebut ditetapkan.

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan. Namun, liabilitas pajak tangguhan tidak diakui jika timbul dari pengakuan awal *goodwill*; atau pada saat pengakuan awal suatu aset atau liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi maupun laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan menggunakan tarif (atau peraturan) pajak yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan dan diharapkan untuk diterapkan jika aset pajak tangguhan direalisasikan atau liabilitas pajak tangguhan diselesaikan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

y. Other Operating Income and Expenses

All other operating income and expenses are charged to the statement of profit or loss and other comprehensive income as incurred.

z. Taxation

The income tax expense is comprised of current and deferred income tax. Tax is recognized in the statement of profit or loss, except to the extent that it relates to items recognized directly in equity or other comprehensive income. In this case, the tax is also recognized directly in equity or other comprehensive income.

Current Tax

Current tax is determined based on the taxable income for the current year and computed based on the tax rates and tax laws that are enacted or substantively enacted as at the reporting dates and adjustment related to payable or tax refund of previous years.

Current income tax assets and liabilities for the current year are measured at the amount expected to be recovered from or paid to the tax authority.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions when appropriate.

Amendments to tax obligations are recorded when an assessment is received or, if appealed by the Bank, when the result of the appeal is determined.

Deferred Tax

Deferred tax is recognized using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from the initial recognition of an asset or liability in
a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (or laws) that have been enacted or substantially enacted as at the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

z. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset pajak tangguhan diakui sepanjang kemungkinan besar laba kena pajak mendatang akan tersedia untuk dikompensasi dengan perbedaan temporer yang masih dapat digunakan.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada periode saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang telah secara substantif telah berlaku pada tanggal pelaporan.

Nilai tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Pada setiap tanggal pelaporan, Bank meninjau kembali aset pajak tangguhan yang tidak diakui dan mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset pajak tangguhan dan liabilitas pajak tangguhan disalinghapuskan jika terdapat hak secara hukum untuk melakukan saling hapus antara aset pajak kini terhadap liabilitas pajak kini, atau aset dan liabilitas pajak tangguhan pada entitas yang sama, atau Bank bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar bersih.

aa. Laba per Saham

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang beredar pada tahun berjalan. Jumlah rata-rata tertimbang saham yang beredar pada tahun 2019 dan 2018 masing-masing sejumlah 15.796.193.049 saham.

Bank tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2019 dan 2018, dan oleh karenanya, laba per saham dilusian tidak dihitung dan disajikan pada laporan laba rugi dan penghasilan komprehensif lain.

ab. Imbalan Kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terhutang kepada karyawan berdasarkan metode akrual.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

z. Taxation (continued)

Deferred Tax (continued)

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the assets are realized or the liabilities are settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax assets to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and deferred tax liabilities are offset when a legally enforceable right exists to offset current tax assets against current tax liabilities, or the deferred tax assets and liabilities relate to the same taxable entity, or the Bank intends to settle its current assets and liabilities on a net basis.

aa. Earnings per Share

Basic earnings per share is computed by dividing profit for the year with the weighted-average number of shares outstanding during the year. The weighted-average number of shares outstanding during 2019 and 2018 is 15,796,193,049 shares, respectively.

The Bank has no outstanding dilutive potential ordinary shares as of December 31, 2019 and 2018, and accordingly, no diluted earnings per share is calculated and presented in the statement of profit or loss and other comprehensive income.

ab. Employee Benefits

Short-term employee benefit

Short-term employee benefits are recognized when they accrue to the employees.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

ab. Imbalan Kerja (lanjutan)

Imbalan pasca kerja

Bank memberikan imbalan pasca kerja kepada karyawannya sesuai dengan ketentuan dari Undang-Undang (UU) Ketenagakerjaan No. 13/2003 tanggal 25 Maret 2003. UU Ketenagakerjaan menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, sehingga pada dasarnya, program pensiun berdasarkan UU Ketenagakerjaan adalah program imbalan pasti.

Program pensiun imbalan pasti adalah program pensiun yang menetapkan jumlah imbalan pensiun yang akan diterima oleh karyawan pada saat pensiun, biasanya berdasarkan beberapa faktor seperti usia, masa kerja atau kompensasi.

Liabilitas imbalan pasca kerja merupakan nilai kini kewajiban imbalan pasti pada tanggal laporan posisi keuangan. Liabilitas imbalan pasca kerja dihitung setiap tahun oleh aktuaris independen menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar masa depan dengan menggunakan tingkat suku bunga Obligasi Pemerintah dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo pensiun yang bersangkutan.

Biaya jasa lalu diakui segera dalam laporan laba rugi.

Biaya jasa lalu yang timbul dari amandemen atau kurtailmen program diakui sebagai beban dalam laba rugi pada saat terjadinya.

Keuntungan atau kerugian aktuarial yang terjadi dari penyesuaian dan perubahan asumsi aktuaria dibebankan atau dikreditkan ke ekuitas di penghasilan komprehensif lain pada periode terjadinya sebagai pengukuran kembali program imbalan pasti. Akumulasi saldo pengukuran kembali dilaporkan di saldo laba.

Pengukuran kembali atas program imbalan pasti yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Keuntungan atau kerugian atas kurtailmen atau penyelesaian suatu program imbalan pasti diakui ketika kurtailmen atau penyelesaian terjadi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ab. Employee Benefits (continued)

Post-employment benefits

The Bank provides post-employment benefits to its employees in conformity with the requirements of Labor Law No. 13/2003 (Labor Law) dated March 25, 2003. Labor Law sets the formula for determining the minimum amount of benefits, in substance, pension plans under Labor Law represent defined benefit plans.

A defined benefit plan is a pension plan program where the pension amount to be received by employees at the time of retirement will depend on some factors such as age, years of service or compensation.

Post-employment benefits liability is the present value of defined benefits obligation at the statement of financial position date. Post-employment benefits liability is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds that are denominated in the currency in which the benefit will be paid, and that have the terms to maturity approximating the terms of the related pension liability.

Past service costs is recognized immediately in profit or loss.

Past service costs arising from amendment or curtailment programs are recognized as expenses in profit or loss when incurred.

Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise as remeasurement of defined benefits plans. Accumulated remeasurement are recognized in retained earnings.

Remeasurement on defined benefits plans which recognized as other comprehensive income will not reclassify to profit or loss in the next period.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognized when the curtailment or settlement occurs.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

ab. Imbalan Kerja (lanjutan)

Kurtailmen terjadi apabila salah satu dari kondisi berikut terpenuhi:

i. Menunjukkan komitmennya untuk mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program; atau
ii. Mengubah ketentuan dalam program imbalan pasti yang menyebabkan bagian yang material dari jasa masa depan pekerja tidak lagi memberikan imbalan atau memberikan imbalan yang lebih rendah.

Penyelesaian program terjadi ketika entitas melakukan transaksi yang menghapuskan semua liabilitas hukum atau konstruktif atas sebagian atau seluruh imbalan dalam program imbalan pasti.

ac. Segmen Operasi

Segmen operasi adalah suatu komponen dari entitas:

a) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
b) hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
c) tersedia informasi keuangan yang dapat dipisahkan.

Bank menyajikan segmen operasi berdasarkan laporan internal yang disajikan kepada pengambil keputusan operasional yaitu Direksi.

Segmen geografis adalah komponen Bank yang dapat dibedakan dalam menghasilkan jasa pada lingkungan (wilayah) ekonomi tertentu dan komponen itu memiliki risiko dan imbalan yang berbeda dengan risiko dan imbalan pada komponen yang beroperasi pada lingkungan (wilayah) ekonomi lain.

Bank melaporkan segmen geografis berdasarkan daerah Jakarta, Jawa, Sumatera, Sulawesi, Kalimantan dan lainnya.

ad. Transaksi dan Saldo dengan Pihak-pihak Berelasi

Bank menerapkan PSAK No. 7 (Revisi 2015), "Pengungkapan Pihak-pihak Berelasi", yang mensyaratkan pengungkapan hubungan, transaksi dan saldo pihak-pihak berelasi, termasuk komitmen, dalam laporan keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ab. Employee Benefits (continued)

A curtailment occurs when an entity either:

i. Demonstrably committed to make a significant reduction in the number of employees covered by a plan; or
ii. Amends the terms of a defined benefit plan so that a significant element of future service by current employees will no longer qualify for benefits, or will qualify only for reduced benefits.

A settlement occurs when an entity enters into a transaction that eliminates all further legal or constructive obligation for part or all of the benefits provided under a defined benefit plan.

ac. Operating Segment

An operating segment is a component of an entity which:

a) engages in business activities from which it may earn income and expenses (including income and expenses relating to the transactions with other components with the same entity);
b) operating results are reviewed regularly by the chief operating decision maker to make decisions regarding the resources allocated to the segment and assess its performance; and
c) separate financial information is available.

The Bank presents operating segments based on internal reports that are presented to the operating decision maker which is the Board of Directors.

A geographical segment is a distinguishable component of the Bank that is engaged in providing services within a particular economic environment and that is subject to risks and returns that are different from those operating in other economic environments.

The Bank reports geographical segments based on the area of Jakarta, Java, Sumatera, Sulawesi, Kalimantan and others.

ad. Transactions and Balances with Related Parties

The Bank applied SFAS No. 7 (Revised 2015), "Related Party Disclosures", which requires disclosure of related party relationships, transactions and outstanding balances, including commitments, in the financial statements.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

ad. Transaksi dan Saldo dengan Pihak-pihak Berelasi (lanjutan)

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor, yang terdiri dari:

a) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   ii. memiliki pengaruh signifikan atas entitas pelapor; atau
   iii. personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

b) Satu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak dan entitas anak berikutnya terkait dengan entitas lain).
   ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, dimana entitas lain tersebut adalah anggotanya).
   iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
   iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.
   v. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.
   vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a).
   vii. Orang yang diidentifikasi dalam butir (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi, baik yang dilakukan dengan syarat normal sebagaimana dilakukan dengan pihak yang tidak berelasi, maupun tidak, telah diungkapkan pada catatan atas laporan keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ad. Transactions and Balances with Related Parties (continued)

A related party is a person or entity that is related to the reporting entity, which consists of:

a) A person or a close member of that person's family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b) An entity is related to a reporting entity if any of the following conditions applies:
   i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
   iii. Both entities are joint ventures of the same third party.
   iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
   v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
   vi. The entity is controlled or jointly controlled by a person identified in (a).
   vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

All significant transactions and balances with related parties, whether or not conducted under terms and conditions similar to those granted to third parties, are disclosed in the notes to the financial statements.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

ae. Sewa

Penentuan apakah suatu perjanjian merupakan perjanjian sewa atau perjanjian yang mengandung sewa didasarkan atas substansi perjanjian pada tanggal awal sewa. Perjanjian tersebut ditelaah apakah pemenuhan perjanjian tergantung pada penggunaan suatu aset atau aset-aset tertentu atau perjanjian tersebut memberikan suatu hak untuk menggunakan aset tersebut, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian. Suatu sewa dikelompokkan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa dikelompokkan sebagai sewa operasi jika sewa tersebut tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

Sewa Operasi - Bank sebagai *Lessee*

Pembayaran sewa dalam sewa operasi diakui sebagai beban umum dan administrasi dalam laporan laba rugi dan penghasilan komprehensif lain selama masa sewa.

af. Biaya Emisi Penerbitan Saham

Biaya-biaya emisi efek yang terjadi sehubungan dengan penawaran saham kepada masyarakat (termasuk penerbitan hak memesan efek terlebih dahulu) dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun "Tambahan Modal Disetor - Bersih", sebagai bagian dari Ekuitas pada laporan posisi keuangan.

ag. Provisi

Bank menerapkan PSAK No. 57 (Revisi 2009), "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi". PSAK No. 57 menetapkan kriteria pengakuan dan dasar pengukuran untuk provisi, liabilitas kontinjensi dan aset kontinjensi, dan untuk memastikan bahwa informasi yang memadai diungkapkan dalam catatan atas laporan keuangan untuk memungkinkan pengguna memahami sifat, waktu dan jumlah yang terkait dengan informasi tersebut.

Provisi diakui jika Bank memiliki liabilitas kini (baik bersifat hukum maupun bersifat konstruktif) jika, sebagai akibat peristiwa masa lalu, besar kemungkinan penyelesaian liabilitas tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan jumlah liabilitas tersebut dapat diestimasi secara andal.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ae. Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfillment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset. Leases that transfer substantially to the lessee all the risks and rewards incidental to ownership of the leased item are classified as finance leases. Moreover, leases that do not transfer substantially all the risks and rewards incidental to ownership of the leased item are classified as operating leases.

Operating Lease - Bank as a Lessee

Payments made under operating leases are recognized as general and administrative expenses in the statement profit or loss and other comprehensive income over the period of lease.

af. Shares Issuance Costs

Costs related to the public offering of shares (including pre-emptive rights issue) are deducted from the proceeds and presented as a deduction from the "Additional Paid-in Capital - Net" account, as part of Equity section in the statement of financial position.

ag. Provision

The Bank applied SFAS No. 57 (Revised 2009), "Provisions, Contingent Liabilities, and Contingent Assets". SFAS No. 57 provides that appropriate recognition criteria and measurement bases are applied to provisions, contingent liabilities and contingent assets, and to ensure that sufficient information is disclosed in the notes to the financial statements to enable users to understand the nature, timing and amount related to the information.

Provisions are recognized when the Bank has present obligations (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (LANJUTAN)

ag. Provisi (lanjutan)

Provisi diukur pada nilai kini dari perkiraan pengeluaran yang diperlukan untuk menyelesaikan kewajiban menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban tersebut. Peningkatan provisi ini sehubungan dengan berlalunya waktu diakui sebagai beban bunga.

Provisi ditelaah pada setiap akhir periode pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan liabilitas kemungkinan besar tidak terjadi, maka provisi dibatalkan.

ah. Kontinjensi

Liabilitas kontinjensi tidak diakui dalam laporan keuangan, kecuali jika arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil (*remote*) maka liabilitas kontijensi diungkapkan. Aset kontinjensi tidak diakui dalam laporan keuangan, tetapi diungkapkan jika terdapat kemungkinan besar (*probable*) arus masuk manfaat ekonomi.

ai. Peristiwa Setelah Periode Pelaporan

Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang menyediakan tambahan informasi mengenai posisi keuangan Bank pada tanggal laporan posisi keuangan (peristiwa penyesuaian), jika ada, telah tercermin dalam laporan keuangan. Peristiwa-peristiwa yang terjadi setelah tahun pelaporan yang tidak memerlukan penyesuaian (peristiwa non penyesuaian), apabila jumlahnya material, telah diungkapkan dalam catatan atas laporan keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ag. Provision (continued)

Provision is measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognized as interest expense.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

ah. Contingencies

Contingent liabilities are not recognized in the financial statements, unless the possibility of an outflow of resources embodying economic benefits is remote, contingent liabilities are disclosed. Contingent assets are not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

ai. Events After the Reporting Period

Post year end events that provide additional information about the financial position of the Bank as of the statement of financial position date (adjusting events), if any, are reflected in the financial statements. Post year end events that are not adjusting events are disclosed in the notes to the financial statements when material.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN

Pengungkapan ini melengkapi pengungkapan pada manajemen risiko (Catatan 43).

Penyusunan laporan keuangan Bank mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Bank yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan:

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT

These disclosures supplement the commentary on risk management (Note 43).

The preparation of the Bank's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

Judgments

The following judgments are made by management in the process of applying the Bank's accounting policies that have the most significant effects on the amounts recognized in the financial statements:

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Pertimbangan (lanjutan)

Usaha yang berkelanjutan

Manajemen Bank telah melakukan penilaian atas kemampuan Bank untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Bank memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen tidak mengetahui adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Bank untuk melanjutkan kelangsungan usahanya. Oleh karena itu, laporan keuangan telah disusun atas dasar usaha yang berkelanjutan.

Penentuan mata uang fungsional

Mata uang fungsional dari Bank adalah mata uang dari lingkungan ekonomi primer dimana entitas beroperasi. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan beban dari jasa yang diberikan. Berdasarkan substansi ekonomi dari kondisi mendasari yang relevan, mata uang fungsional dan penyajian Bank adalah Rupiah.

Klasifikasi aset dan liabilitas keuangan

Bank menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK No. 55 (Revisi 2014) dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi seperti yang diungkapkan pada Catatan 2d.

Nilai wajar atas instrumen keuangan dan non-keuangan

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada tingkat hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan sebagai berikut:

- Tingkat 1: Harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik;
- Tingkat 2: Teknik penilaian yang menggunakan input selain harga kuotasi yang termasuk di dalam tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik langsung (misalnya, harga) maupun tidak langsung (misalnya, turunan dari harga); dan
- Tingkat 3: Teknik penilaian yang menggunakan input untuk aset dan liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Judgments (continued)

Going concern

The Bank's management has made an assessment of the Bank's ability to continue as a going concern and is believed that the Bank has the resources to continue its business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt upon the Bank's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis

Determination of functional currency

The functional currency of the Bank is the currency of the primary economic environment in which each entity operates. It is the currency that mainly influences the revenue and cost of rendering services. Based on the economic substance of the relevant underlying circumstances, the functional and presentation currency of the Bank is the Indonesian Rupiah.

Classification of the financial assets and liabilities

The Bank determines the classification of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in SFAS No. 55 (Revised 2014). Accordingly, the financial assets and financial liabilities are accounted for in accordance with the accounting policies disclosed in Note 2d.

Fair value of financial and non-financial instruments

All assets and liabilities in which fair value is measured or disclosed in the financial statements can be categorized in the fair value hierarchy levels, based on the lowest level of input that is significant on fair value measurement as a whole as follows:

- *Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities;*
- *Level 2: Valuation techniques using inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and*
- *Level 3: Valuation techniques using inputs for the asset or liability that are not based on observable market data (unobservable inputs).*

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Pertimbangan (lanjutan)

Penurunan nilai kredit yang diberikan

Bank menelaah kredit yang diberikan yang signifikan secara individual pada setiap tanggal laporan posisi keuangan untuk menilai apakah penurunan nilai harus dicatat dalam laporan laba rugi dan penghasilan komprehensif lain. Secara khusus, pertimbangan manajemen diperlukan dalam estimasi jumlah dan waktu arus kas di masa mendatang ketika menentukan kerugian penurunan nilai. Dalam estimasi arus kas tersebut, Bank melakukan penilaian atas kondisi keuangan peminjam dan nilai realisasi bersih agunan. Estimasi tersebut didasarkan pada asumsi dari sejumlah faktor dan hasil akhirnya mungkin berbeda, yang mengakibatkan perubahan di masa mendatang atas cadangan kerugian penurunan nilai.

Penurunan nilai aset keuangan tersedia untuk dijual dan dimiliki hingga jatuh tempo

Bank mengevaluasi efek-efek yang diklasifikasikan sebagai tersedia untuk dijual dan dimiliki hingga jatuh tempo pada setiap tanggal laporan posisi keuangan untuk menilai apakah telah terjadi penurunan nilai. Penilaian tersebut memerlukan pertimbangan yang sama seperti yang diterapkan pada penilaian secara individual atas kredit yang diberikan.

Sewa

Bank memiliki perjanjian sewa dimana Bank sebagai lessee sehubungan dengan sewa gedung. Bank mengevaluasi apakah risiko dan manfaat signifikan atas kepemilikan aset sewaan ditransfer berdasarkan PSAK No. 30 (Revisi 2011), "Sewa", yang mengharuskan Bank untuk membuat pertimbangan dan estimasi atas transfer risiko dan manfaat terkait dengan kepemilikan aset.

Berdasarkan penelaahan yang dilakukan Bank atas perjanjian sewa gedung, transaksi sewa tersebut diklasifikasikan sebagai sewa operasi.

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada akhir periode pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk periode pelaporan keuangan berikutnya, diungkapkan di bawah ini. Bank mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun.

Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Bank. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Judgments (continued)

Impairment losses on loans

The Bank reviews its individual significant loans at each statement of financial position date to assess whether an impairment loss should be recorded in the statement of profit or loss and other comprehensive income. In particular, judgment by the management is required to estimate the amount and timing of future cash flows when determining impairment losses. In estimating these cash flows, the Bank makes judgments about the borrower's financial condition and the net realizable value of collateral. These estimates are based on assumptions from a number of factors and the actual results may differ, which may result the future changes in the impairment losses allowance amount.

Impairment of available-for-sale and held-to-maturity financial assets

The Bank reviews its marketable securities classified as available-for-sale and held-to-maturity at each statement of financial position date to assess whether they are impaired. This requires similar judgment as applied to the individual assessment of loans.

Leases

The Bank has leases whereas the Bank acts as lessee in respect of office rental. The Bank evaluates whether significant risks and rewards or ownership of the leased assets are transferred based on SFAS No. 30 (Revised 2011), "Leases", which requires the Bank to make judgments and estimates of the transfer of risks and rewards related to the ownership of asset.

Based on the review performed by the Bank for office rental agreement, the rent transactions were classified as operating lease.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting period date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below. The Bank based its assumptions and estimates on parameters available when the financial statements were prepared.

Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Bank. Such changes are reflected in the assumptions when they occur.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

Cadangan kerugian penurunan nilai aset keuangan

Aset keuangan yang dicatat berdasarkan biaya perolehan diamortisasi dievaluasi penurunan nilainya sesuai dengan Catatan 2l.

Kondisi spesifik counterparty yang mengalami penurunan nilai dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan counterparty dan nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima disetujui secara independen oleh Satuan Kerja Manajemen Risiko.

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian kredit yang melekat dalam portofolio aset keuangan dengan karakteristik ekonomi yang sama ketika terdapat bukti objektif penurunan nilai, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit dan jenis produk. Guna membuat estimasi cadangan yang diperlukan, manajemen membuat asumsi untuk menentukan kerugian yang melekat, dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman masa lalu dan kondisi ekonomi saat ini. Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan counterparty tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Estimates and Assumptions (continued)

All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgments are evaluated on a continuous basis, and are based on past experience and other factors, including expectations with regard to future events.

Although these estimates and assumption are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumptions.

Allowances for impairment losses on financial assets

Financial assets accounted for at amortized cost are evaluated for impairment on a basis as described in Note 2l.

The specific counterparty component of the total allowances for impairment applies to financial assets evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgments about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable are independently approved by the Risk Management Working Unit.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of financial assets with similar economic characteristics when there is objective evidence to suggest that they contain impaired financial assets, but the individual impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality and type of product. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experience and current economic conditions. The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Penurunan nilai aset non-keuangan

Penurunan nilai timbul saat nilai tercatat aset atau UPK melebihi jumlah terpulihkannya, yaitu yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada data yang tersedia dari transaksi penjualan yang mengikat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset. Dalam menghitung nilai pakai, estimasi arus kas masa depan bersih didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, model penilaian yang sesuai digunakan untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dipadukan dengan penilaian berganda atau indikator nilai wajar yang tersedia. Perhitungan nilai pakai didasarkan pada model arus kas yang didiskontokan.

Manajemen berkeyakinan bahwa tidak terdapat indikasi atas kemungkinan penurunan potensial atas nilai aset non-keuangan pada tanggal 31 Desember 2019 dan 2018.

Imbalan pasca kerja

Penentuan liabilitas dan beban imbalan pasca kerja Bank bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Seluruh asumsi ditelaah setiap akhir periode pelaporan. Seperti dijelaskan pada Catatan 2ab, hasil aktual yang berbeda dari asumsi Bank diakui sebagai penghasilan komprehensif lain. Dikarenakan kompleksitas dari penilaian, asumsi dan periode jangka panjang, kewajiban imbalan pasti sangat sensitif terhadap perubahan asumsi.

Bank berkeyakinan bahwa asumsi tersebut adalah memadai dan tepat, perbedaan signifikan pada pengalaman aktual Bank atau perubahan signifikan dalam asumsi yang ditetapkan Bank dapat mempengaruhi secara material liabilitas imbalan pasca kerja dan beban imbalan pasca kerja. Nilai tercatat atas liabilitas imbalan pasca kerja Bank pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp240.599 dan Rp268.284. Penjelasan lebih lanjut diungkapkan dalam Catatan 25.

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Estimates and Assumptions (continued)

Impairment of non-financial assets

An impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the specific risks to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators. The value in use calculation is based on a discounted cash flow model.

Management believes that there is no indication of potential impairment in values of non-financial assets as of December 31, 2019 and 2018.

Post-employment benefits

The determination of the Bank's post-employment benefits liability and expense is depend on its selection of certain assumptions used by the independent actuary in calculating such amounts. Those assumptions include discount rates, annual salary increase rate, annual resignation rate, disability rate, retirement age and mortality rate. All assumptions are reviewed at the end of reporting period. As disclosed in Note 2ab, actual results that differ from the Bank's assumptions are recognized as other comprehensive income. Due to the complexity of the valuation, the underlying assumptions and their long-term nature, a defined benefit obligation is highly sensitive to changes in assumptions.

The Bank believes that its assumptions are reasonable and appropriate, significant differences in the Bank's actual experiences or significant changes in its assumptions may materially affect its post-employment benefits liability and expense. The carrying amount of the Bank's post-employment benefits liability as of December 31, 2019 and 2018 amounted to Rp240,599 and Rp268,284 respectively. Further details are disclosed in Note 25.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Estimasi umur manfaat ekonomis aset tetap dan aset takberwujud

Bank mengestimasi umur manfaat ekonomis dari aset tetap dan aset takberwujud berdasarkan utilisasi dari aset yang diharapkan dapat didukung dengan rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Estimasi dari umur manfaat ekonomis aset tetap adalah berdasarkan penelaahan Bank secara kolektif terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang setara.

Estimasi umur manfaat ekonomis ditelaah paling sedikit setiap akhir periode pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain atas penggunaan dari aset. Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas. Jumlah dan waktu dari beban yang dicatat untuk setiap periode akan terpengaruh oleh perubahan atas faktor-faktor dan situasi tersebut. Pengurangan dalam estimasi umur manfaat ekonomis dari aset tetap dan aset takberwujud Bank akan meningkatkan beban operasional lainnya dan menurunkan aset yang dicatat.

Nilai buku atas aset tetap Bank pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp2.029.527 dan Rp2.053.140, dan nilai buku aset takberwujud Bank pada tanggal 31 Desember 2019 dan 2018 sebesar Rp43.996 dan Rp51.317. Penjelasan lebih lanjut diungkapkan dalam Catatan 16 dan 17.

Pajak penghasilan

Estimasi signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Bank mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Apabila keputusan final atas pajak tersebut berbeda dari jumlah yang pada awalnya dicatat, perbedaan tersebut dicatat pada laporan laba rugi dan penghasilan komprehensif lain pada periode dimana hasil tersebut dikeluarkan. Nilai tercatat taksiran tagihan restitusi pajak penghasilan pada tanggal 31 Desember 2019 dan 2018 adalah sebesar RpNihil dan Rp11.994. Penjelasan lebih lanjut diungkapkan dalam Catatan 22.

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Estimates and Assumptions (continued)

Estimated useful life of fixed assets and intangible asset

The Bank estimates the useful lives of its fixed assets and intangible asset based on expected assets utilization as anchored on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives is based on the Bank's collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimated useful lives are reviewed at least each of end financial reporting and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations can be materially affected by changes in the estimates brought about by changes in the factors mentioned above. The amounts and timing of recorded expenses for any year are affected by changes in these factors and circumstances. A reduction in the estimated useful lives of the Bank's fixed assets and intangible asset will increase the recorded other operating expenses and decrease respective assets.

The book, value of the Bank's fixed assets as of December 31, 2019 and 2018 amounted to Rp2,029,527 and Rp2,053,140, respectively, and the book value of the Bank's intangible asset as of December 31, 2019 and 2018 amounted to Rp43,996 and Rp51,317. Further details are disclosed in Notes 16 and 17.

Income tax

Significant estimate is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Bank recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. Where the final tax outcome of those matters is different from the amounts that were initially recorded, such differences will be recorded at the statement of profit or loss and other comprehensive income in the period in which such determination is made. The carrying amount of the estimated claim for income tax refund as December 31, 2019 and 2018 amounted to Rp Nil and Rp11,994. Further details are disclosed in Note 22.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Pajak penghasilan (lanjutan)

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga perbedaan temporer tersebut dapat digunakan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan. Sebagai akibatnya, terkait dengan sifat bawaannya, terdapat kemungkinan bahwa perhitungan pajak tangguhan berhubungan dengan pola yang kompleks dimana penilaian memerlukan pertimbangan dan tidak diharapkan menghasilkan perhitungan yang akurat. Nilai tercatat aset pajak tangguhan pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp67.659 dan Rp51.533. Penjelasan lebih lanjut diungkapkan dalam Catatan 22c.

3. USE OF SIGNIFICANT JUDGMENTS, ESTIMATES AND ASSUMPTIONS BY MANAGEMENT (continued)

Estimates and Assumptions (continued)

Income tax (continued)

Deferred tax assets are recognized for all deductible temporary differences, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences. Significant estimates by management are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of the future taxable profits together with future tax planning strategies. As a result, related to the nature of the default, there is a possibility that the calculation of deferred taxes related to a complex pattern where assessment requires judgment and is not expected to produce an accurate calculation. The carrying amount of deferred tax asset as of December 31, 2019 and 2018 amounted Rp67,659 and Rp51,533 respectively. Further details are disclosed in Note 22c.

4. KAS

Rincian kas adalah sebagai berikut:

4. CASH

The details of cash are as follows:

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Rupiah		286.167		341.559	***Rupiah***
Mata Uang Asing					***Foreign Currencies***
Dolar Singapura	1.366.204	14.087	2.290.449	24.175	*Singapore Dollar*
Dolar Amerika Serikat	1.005.462	13.959	762.234	10.961	*United States Dollar*
Euro Eropa	161.281	2.511	20.830	342	*European Euro*
Dolar Australia	146.331	1.423	125.475	1.275	*Australian Dollar*
Poundsterling Inggris	69.091	1.260	18.700	342	*Great Britain Poundsterling*
Yuan China	123.777	247	112.802	236	*China Yuan*
Dolar Hong Kong	153.368	273	83.260	153	*Hongkong Dollar*
Yen Jepang	973.553	125	1.021.000	133	*Japanese Yen*
Sub jumlah		33.885		37.617	*Sub total*
Jumlah		**320.052**		**379.176**	***Total***

Pada tanggal 31 Desember 2019 dan 2018, saldo mata uang Rupiah termasuk uang pada mesin Anjungan Tunai Mandiri (ATM) masing-masing sebesar Rp22.004 dan Rp21.216.

Pada tanggal 31 Desember 2019 dan 2018, kas *(cash in safe)* diasuransikan kepada PT Arthagraha General Insurance (pihak ketiga) terhadap risiko pencurian dan lainnya dengan nilai pertanggungan masing-masing sebesar Rp226.820 dan Rp268.000. Manajemen berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas risiko tersebut.

As of December 31, 2019 and 2018, the balance in Rupiah includes cash in Automatic Teller Machine (ATM) amounting to Rp22,004 and Rp21,216 respectively.

As of December 31, 2019 and 2018, cash (cash in safe) insured with PT Arthagraha General Insurance (third party) against theft and other risks with coverage amounting to Rp226,820 and Rp268,000 respectively. Management believes that the insurance coverage is adequate to cover possible losses from such risks.

5. GIRO PADA BANK INDONESIA

Rincian giro pada Bank Indonesia adalah sebagai berikut:

5. *CURRENT ACCOUNTS WITH BANK INDONESIA*

The details of current accounts with Bank Indonesia are as follows:

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Rupiah		1.338.644		1.200.579	*Rupiah*
Dolar Amerika Serikat	11.000.000	152.708	13.000.000	186.940	*United States Dollar*
Jumlah		**1.491.352**		**1.387.519**	***Total***

Saldo giro pada Bank Indonesia (BI) disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

Current accounts with Bank Indonesia (BI) are maintained to comply with Bank Indonesia minimum statutory reserve requirement (GWM).

Pada tanggal 24 Desember 2013, Bank Indonesia menerbitkan Peraturan Bank Indonesia (PBI) No. 15/15/PBI/2013 tentang "Giro Wajib Minimum (GWM) Bank Umum pada Bank Indonesia dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional". Berdasarkan peraturan tersebut, GWM dalam Rupiah terdiri dari GWM Primer, GWM Sekunder dan GWM Loan to Deposit Ratio (LDR). GWM Primer dalam Rupiah ditetapkan sebesar 8% dari Dana Pihak Ketiga (DPK) dalam Rupiah dan GWM Sekunder dalam Rupiah ditetapkan sebesar 4% dari DPK dalam Rupiah. GWM LDR dalam Rupiah sebesar perhitungan antara parameter disinsentif bawah atau parameter disinsentif atas dengan selisih antara LDR Bank dan LDR target dengan memperhatikan selisih antara Kewajiban Penyediaan Modal Minimum (KPMM) Bank dengan KPMM Insentif. GWM dalam valuta asing ditetapkan sebesar 8% dari DPK dalam valuta asing. PBI tersebut mulai berlaku pada tanggal 31 Desember 2013.

On December 24, 2013, Bank Indonesia issued a regulation (PBI) No. 15/15/PBI/2013 regarding "The Minimum Statutory Reserves at Bank Indonesia for Commercial Banks in Rupiah and Foreign Currencies for Conventional Commercial Banks". In accordance with such regulation, the minimum ratio of Statutory Reserves consist of Primary Minimum Statutory Reserves, Secondary Minimum Statutory Reserves and Loan to Deposit Ratio (LDR) Minimum Statutory Reserves. Primary Minimum Statutory Reserves in Rupiah is 8% of Third Party Funds (TPF) in Rupiah and Secondary Minimum Statutory Reserves in Rupiah is 4% of TPF in Rupiah. LDR Minimum Statutory Reserves in Rupiah is determined in computation between parameters under and over disincentive for the difference between the Bank's LDR and LDR target by taking into account the difference between the Capital Adequacy Ratio (CAR) and CAR Incentive. The Minimum Statutory Reserves in foreign currencies is 8% from TPF in foreign currencies. The PBI was effective from December 31, 2013.

Pada tanggal 25 Juni 2015, Bank Indonesia menerbitkan PBI No. 17/11/PBI/2015 tentang "Perubahan atas PBI No. 15/15/PBI/2013 tentang Giro Wajib Minimum Bank Umum dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional". Berdasarkan peraturan tersebut, GWM dalam Rupiah terdiri dari GWM Primer, GWM Sekunder dan GWM Loan to Funding Ratio (LFR). GWM Primer dalam Rupiah ditetapkan sebesar 8% dari Dana Pihak Ketiga (DPK) dalam Rupiah dan GWM Sekunder dalam Rupiah ditetapkan sebesar 4% dari DPK dalam Rupiah. GWM LFR dalam Rupiah sebesar hasil perhitungan antara parameter disinsentif bawah atau parameter disinsentif atas dengan selisih antara LFR Bank dan LFR target dengan memperhatikan selisih antara Kewajiban Penyediaan Modal Minimum (KPMM) Bank dan KPMM Insentif. GWM dalam valuta asing ditetapkan sebesar 8% dari DPK dalam valuta asing. PBI tersebut mulai berlaku pada tanggal 25 Juni 2015. Semua penyebutan LDR dalam PBI No. 15/15/PBI/2013 tentang "Giro Wajib Minimum Bank Umum dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional" serta peraturan pelaksanaannya dibaca sebagai LFR sejak tanggal 3 Agustus 2015. Perhitungan GWM LFR mulai berlaku pada tanggal 3 Agustus 2015.

On June 25, 2015, Bank Indonesia issued PBI No. 17/11/PBI/2015 on "The Amendment of PBI No. 15/15/PBI/2013 on Commercial Banks Minimum Reserve Requirement in Rupiah and Foreign Currency for Conventional Commercial Banks". Based on the regulation, the Minimum Statutory Reserves consist of Primary Minimum Statutory Reserves, Secondary Minimum Statutory Reserves and Loan to Funding Ratio (LFR) Minimum Statutory Reserves. Primary Minimum Statutory Reserves in Rupiah is 8% of Third Party Funds (TPF) in Rupiah and Secondary Minimum Statutory Reserves in Rupiah is 4% of TPF in Rupiah. LFR Minimum Statutory Reserves in Rupiah is determined in computation between parameters under and over disincentive for the difference between the Bank's LFR and LFR target by taking into account the difference between the Bank's Capital Adequacy Ratio (CAR) and Incentive CAR. The Minimum Statutory Reserves in foreign currencies is 8% from TPF in foreign currencies. The PBI was effective since June 25, 2015. All LDR terms in PBI No. 15/15/PBI/2013 on "Commercial Bank's Minimum Reserve Requirement in Rupiah and Foreign Currancy for Conventional Commercial Bank" and its implementation guidance is read as LFR since August 3, 2015. The GWM LFR calculation was effective since August 3, 2015.

5. GIRO PADA BANK INDONESIA (lanjutan)

Pada tanggal 26 November 2015, Bank Indonesia menerbitkan PBI No. 17/21/PBI/2015 tentang "Perubahan Kedua atas PBI No. 15/15/PBI/2013 tentang Giro Wajib Minimum Bank Umum dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional". Berdasarkan peraturan tersebut, GWM Primer dalam Rupiah berubah dari sebesar 8% menjadi sebesar 7,5% dari DPK dalam Rupiah. PBI tersebut mulai berlaku pada tanggal 1 Desember 2015.

Pada tanggal 10 Maret 2016, Bank Indonesia menerbitkan PBI No. 18/3/PBI/2016 tentang "Perubahan Ketiga atas PBI No. 15/15/PBI/2013 tentang Giro Wajib Minimum Bank Umum dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional". Berdasarkan peraturan tersebut, GWM Primer dalam Rupiah berubah dari sebesar 7,5% menjadi sebesar 6,5% dari DPK dalam Rupiah. PBI tersebut mulai berlaku pada tanggal 16 Maret 2016.

Pada tanggal 18 Agustus 2016, Bank Indonesia menerbitkan PBI No. 18/14/PBI/2016 tentang "Perubahan Keempat atas PBI No. 15/15/PBI/2013 tentang Giro Wajib Minimum Bank Umum dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional". Berdasarkan peraturan tersebut, batas bawah GWM LFR target berubah dari 78% menjadi 80%.

PBI No. 20/3/PBI/2018 tanggal 05 April 2018 dan PADG No. 20/30/PADG/2018 tanggal 30 November 2018 tentang Giro Wajib Minimum Bank Umum bagi Bank Umum konvensional dalam Rupiah dan Valuta Asing, setiap bank di Indonesia diwajibkan mempunyai saldo giro minimum di Bank Indonesia untuk cadangan likuiditas. Giro Wajib Minimum (GWM) dalam Rupiah terdiri dari GWM Primer ditetapkan sebesar rata-rata 6,5% dan secara harian sebesar 3,5% dan GWM Sekunder ditetapkan sebesar 4% serta GWM Loan to Funding Ratio (LFR) sebesar perhitungan antara parameter disinsentif bawah atau parameter disinsentif atas dengan selisih antara LFR bank dan LFR target dengan memperhatikan selisih antara Kewajiban Penyediaan Modal Minimum (KPMM) bank dan KPMM Insentif. GWM dalam Dollar Amerika Serikat ditetapkan sebesar 8%.

Rasio Giro Wajib Minimum (GWM) Bank pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

On November 26, 2015, Bank Indonesia issued PBI No. 17/21/PBI/2015 on "The Second Amendment of PBI No. 15/15/PBI/2013 on Commercial Bank's Minimum Reserve Requirement in Rupiah and Foreign Currency for Conventional Commercial Banks". Based on the regulation, the Primary Minimum Statutory Reserves in Rupiah was changed from 8% to become 7.5% of TPF in Rupiah. The PBI was effective since December 1, 2015.

On March 10, 2016, Bank Indonesia issued PBI No. 18/3/PBI/2016 regarding "The Third Amendment of PBI No. 15/15/PBI/2013 on Commercial Bank's Minimum Reserve Requirement in Rupiah and Foreign Currency for Conventional Commercial Banks". Based on the regulation, the Primary Minimum Statutory Reserves in Rupiah changed from 7.5% to 6.5% of TPF in Rupiah. The PBI was effective since March 16, 2016.

On August 18, 2016, Bank Indonesia issued PBI No. 18/14/PBI/2016 regarding "The Fourth Amendment of PBI No. 15/15/PBI/2013 on Commercial Bank's Minimum Reserve Requirement in Rupiah and Foreign Currency for Conventional Commercial Banks". Based on the regulation, the parameters under of target GWM LFR changed from 78% to 80%.

PBI No. 20/3/PBI/2018 dated April 05, 2018 and PADG No. 20/30/PADG/2018 tanggal November 30, 2018 regarding Minimum Statutory Reserves (GWM) with Commercial Banks in Rupiah and foreign currencies, each bank in Indonesia is required to have a minimum demand deposit balance in Bank Indonesia as liquidity reserve. The GWM in Rupiah consists of Primary GWM which is set at an average of 6.5% and 3.5% on a daily basis and the Secondary GWM which is set at 4% and GWM Loan to Funding Ratio (LFR GWM) which is determined based on parameters under disincentive and over disincentive for the difference between the bank's LFR and target LFR by taking into account the difference between the bank's Capital Adequacy Ratio (CAR) and CAR incentive. GWM in United States Dollar is set at 8%.

The Bank's Minimum Statutory Reserves ratio as of December 31, 2019 and 2018 are as follows:

	2019	2018	
Rupiah			*Rupiah*
GWM Primer	7,25%	6,50%	*Primary GWM*
GWM Sekunder/PLM	7,07%	7,07%	*Secondary GWM*
GWM LFR/RIM	87,95%	77,18%	*LFR GWM*
Dolar Amerika Serikat	9,04%	9,04%	*United States Dollar*

Pada tanggal 31 Desember 2019 dan 2018, Bank telah memenuhi ketentuan Bank Indonesia mengenai GWM.

As of December 31, 2019 and 2018, the Bank has complied with Bank Indonesia regulation on the GWM.

5. GIRO PADA BANK INDONESIA (lanjutan) / *CURRENT ACCOUNTS WITH BANK INDONESIA (continued)*

Tingkat suku bunga rata-rata per tahun adalah sebagai berikut:

The average interest rates per annum are as follows:

	2019	2018	
Rupiah	0,00 - 2,50%	0,00 - 2,50%	*Rupiah*
Dolar Amerika Serikat	0,00%	0,00%	*United States Dollar*

Pada tanggal 31 Desember 2019 dan 2018, Loan to Funding Ratio (LFR) Bank lebih kecil dari batas atas LFR target dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih besar dari KPMM Insentif Bank Indonesia.

As of December 31, 2019 and 2018, the Bank's Loan to Funding Ratio (LFR) was lower than the upper limit of the target LFR and the Bank's Capital Adequacy Ratio (CAR) was greater than Bank Indonesia's CAR Incentives.

6. GIRO PADA BANK LAIN / *CURRENT ACCOUNTS WITH OTHER BANKS*

a. Berdasarkan mata uang dan bank / *By currency and bank*

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Rupiah					
PT Bank Central Asia Tbk, Jakarta		55.170		57.319	*PT Bank Central Asia Tbk, Jakarta*
PT Bank Maybank Indonesia Tbk, Jakarta		17.051		24.576	*PT Bank Maybank Indonesia Tbk, Jakarta*
PT Bank Permata Tbk,		19		27	*PT Bank Permata Tbk,*
PT Bank Negara Indonesia (Persero) Tbk		5		-	*PT Bank Negara Indonesia (Persero)Tbk*
PT Bank Lippo Tbk, Jakarta		4		4	*PT Bank Lippo Tbk, Jakarta*
PT Bank CIMB Niaga Tbk, Jakarta		-		-	*PT Bank CIMB Niaga Tbk, Jakarta*
Bank Pembangunan Daerah NTT Kupang		-		37	*Bank Pembangunan Daerah NTT Kupang*
Lain-lain		247		2	*Lain-lain*
		72.496		81.965	
Dolar Amerika Serikat					*United States Dollar*
Standard Chartered Bank, New York	3.855.885	53.529	5.878.956	84.539	*Standard Chartered Bank, New York*
PT Bank Mandiri (Persero) Tbk, Jakarta	848.337	11.777	241.839	3.478	*PT Bank Mandiri (Persero) Tbk, Jakarta*
PT Bank Central Asia Tbk, Jakarta	692.806	9.618	804.728	11.572	*PT Bank Central Asia Tbk, Jakarta*
PT Bank Negara Indonesia (Persero) Tbk, New York	198.696	2.758	169.592	2.439	*PT Bank Negara Indonesia (Persero) Tbk,New York*
Kookmin Bank, Korea Selatan	64.920	901	99.942	1.437	*Kookmin Bank, Korea Selatan*
PT Bank ICBC Indonesia, Jakarta	62.509	868	60.261	867	*PT Bank ICBC Indonesia, Jakarta*
Bank of China, Jakarta	12.343	171	34.819	501	*Bank of China, Jakarta*
	5.735.496	79.622	7.290.137	104.833	
Dolar Singapura					*Singapore Dollar*
Standard Chartered Bank, Singapura	15.836.354	163.353	9.326.975	98.445	*Standard Chartered Bank, Singapura*
PT Bank UOB Indonesia, Jakarta	2.167.521	22.358	2.482.668	26.204	*PT Bank UOB Indonesia, Jakarta*
United Overseas Bank Ltd., Singapura	-	-	578.919	6.110	*United Overseas Bank Ltd., Singapura*
	18.003.875	185.711	12.388.562	130.759	

6. GIRO PADA BANK LAIN (lanjutan)

6. *CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

a. Berdasarkan mata uang dan bank (lanjutan)

a. By currency and bank (continued)

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Euro Eropa					*European Euro*
Standard Chartered Bank, Jerman	267.269	4.162	57.114	939	*Standard Chartered Bank, Jerman*
PT Bank ICBC Indonesia, Jakarta	22.444	349	63.944	1.052	*PT Bank ICBC Indonesia, Jakarta*
Indover Bank, Amsterdam	20.568	320	20.568	338	*Indover Bank, Amsterdam*
Ubi Banca SPA	11.740	183	-	-	*Ubi Banca SPA*
	322.021	5.014	141.626	2.329	
Dolar Australia					*Australian Dollar*
PT Bank Central Asia Tbk, Jakarta	254.696	2.477	44.491	452	*PT Bank Central Asia Tbk, Jakarta*
Poundsterling Inggris					*Great Britain Poundsterling*
Standard Chartered Bank, London	875.291	15.964	118.966	2.178	*Standard Chartered Bank, London*
Yen Jepang					*Japanese Yen*
Sumitomo Mitsui Banking Corporation, Tokyo	22.762.870	2.909	12.246.634	1.600	*Sumitomo Mitsui Banking Corporation, Tokyo*
Dolar Hong Kong					*Hong Kong Dollar*
Standard Chartered Bank, Hong Kong	329.058	587	55.862	103	*Standard Chartered Bank, Hong Kong*
Yuan China					*China Yuan*
PT Bank ICBC Indonesia, Jakarta	134.483	268	152.401	318	*PT Bank ICBC Indonesia, Jakarta*
Standard Chartered Bank, China	39.841	79	54.600	114	*Standard Chartered Bank, China*
Bank of China, Jakarta	7.565	16	21.313	45	*Bank of China, Jakarta*
	181.889	363	228.314	477	
Jumlah	48.465.196	365.143		324.696	*Total*
Cadangan kerugian penurunan nilai		(320)		(339)	*Allowance for impairment losses*
Jumlah - Bersih		**364.823**		**324.357**	***Total – Net***

b. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

b. Changes in allowance for impairment losses are as follows:

	2019	2018	
Pihak ketiga			*Third party*
Mata Uang Asing			*Foreign Currency*
Saldo awal tahun	339	334	*Balance at beginning of year*
Pemulihan	43	-	*Recovery*
Selisih kurs karena penjabaran mata uang asing	(62)	5	*Exchange differences from translation of foreign currency*
Saldo akhir tahun	**320**	**339**	***Balance at end of year***

6. GIRO PADA BANK LAIN (lanjutan)

b. Perubahan cadangan kerugian penurunan nilai (lanjutan)

Bank melakukan penilaian atas penurunan nilai giro pada bank lain secara individual dengan menggunakan bukti objektif penurunan nilai.

Pada tanggal 31 Desember 2019 dan 2018, saldo giro pada bank lain diklasifikasikan "Lancar", kecuali saldo giro pada Indover Bank diklasifikasikan "Macet" dan Bank telah membentuk cadangan kerugian penurunan nilai secara penuh atas saldo giro pada Indover Bank. Manajemen berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan kerugian atas tidak tertagihnya giro pada bank lain.

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat giro pada bank lain yang digunakan sebagai jaminan dan yang dibatasi penggunaannya.

c. Tingkat suku bunga rata-rata per tahun adalah sebagai berikut:

6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

b. Changes in allowance for impairment losses (continued)

The Bank assessess the impairment of current accounts with other banks individually by using objective evidences of impairment.

As of December 31, 2019 and 2018, the balance of current accounts with other banks were classified as "Current", except current account with Indover Bank was classified as "Loss" and the Bank has fully provided allowance for impairment losses for the balance of current account with the Indover Bank. Management believes that the allowance for impairment losses is adequate to cover possible losses on uncollectible current accounts with other banks.

As of December 31, 2019 and 2018, there are no balance of current accounts with other banks used as collateral and restricted.

c. The average interest rates per annum are as follows:

	2019	2018	
Rupiah	0,7%	0,72%	*Rupiah*
Mata Uang Asing	0,6%	0,07%	*Foreign Currencies*

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

a. Berdasarkan jenis, mata uang dan bank

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

a. By type, currency and bank

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent Rupiah*	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent Rupiah*	
Pihak ketiga					***Third parties***
Rupiah					*Rupiah*
Penempatan pada bank –					*Placements with bank –*
Call money		-		1.199.885	*Call money*
Deposit Facility					*Deposit Facility Bank*
Bank Indonesia		209.975		-	*Indonesia*
Term Deposits					*Term Deposits*
Bank Indonesia		-		499.917	*Bank Indonesia*
Sub jumlah		209.975		1.699.802	*Sub total*
Dolar Amerika Serikat					*United States Dollar*
Term Deposits Bank Indonesia	103.000.000	1.429.898	35.000.000	503.300	*Term Deposits Bank Indonesia*
Jumlah – Bersih		**1.639.873**		**2.203.102**	***Total – Net***

7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN (lanjutan) / *PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)*

b. Berdasarkan sisa umur sampai dengan jatuh tempo / *b. By remaining maturity period*

	2019	2018	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Kurang dari 1 bulan	209.975	1.699.802	*Less than 1 month*
Dolar Amerika Serikat			*United States Dollar*
Kurang dari 1 bulan	1.429.898	503.300	*Less than 1 month*
Lebih dari 1 bulan		-	
Jumlah – Bersih	**1.639.873**	**2.203.102**	***Total – Net***

c. Tingkat suku bunga rata-rata per tahun adalah sebagai berikut: / *c. The average interest rates per annum are as follows:*

	2019	2018	
Rupiah	0,35%	1,84%	*Rupiah*
Dolar Amerika Serikat	3,04%	0,59%	*United States Dollar*

Bank melakukan penilaian atas penurunan nilai penempatan pada Bank Indonesia dan bank lain secara individual dengan menggunakan bukti objektif penurunan nilai.

The Bank assessess the impairment of placements with Bank Indonesia and other banks individually by using objective evidences of impairment.

Pada tanggal 31 Desember 2019 dan 2018, seluruh penempatan pada Bank Indonesia dan bank lain dikategorikan "Lancar".

As of December 31, 2019 and 2018, all placements with Bank Indonesia and other banks are classified as "Current".

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas penempatan pada Bank Indonesia dan bank lain sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

As of December 31, 2019 and 2018, management believes that there is no impairment on placements with Bank Indonesia others banks, therefore no allowance for impairment losses is provided.

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat penempatan pada Bank Indonesia dan bank lain yang digunakan sebagai jaminan.

As of December 31, 2019 and 2018, there are no balance of placements with Bank Indonesia and other banks used as collateral.

8. EFEK-EFEK / *MARKETABLE SECURITIES*

a. Berdasarkan tujuan, jenis dan mata uang / *a. By purpose, type and currency*

	2019	2018	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Tersedia untuk Dijual			*Available-for-Sale*
Sertifikat Deposito Bank Indonesia			*Deposits Certificate of Bank Indonesia*
Nilai nominal	-	825.000	*Nominal value*
Dikurangi bunga yang belum diamortisasi	-	(7.537)	*Less unamortized interest*
	-	817.463	
Sertifikat Bank Indonesia			*Certificates of Bank Indonesia*
Nilai nominal	888.875	-	*Nominal value*
Dikurangi bunga yang belum diamortisasi	(7.951)	-	*Less unamortized interest*
	880.924	-	
Obligasi Pemerintah	165.617	257.072	*Government bonds*
Sub jumlah	1.046.541	1.074.535	*Sub total*

8. EFEK-EFEK (lanjutan) / ***8. MARKETABLE SECURITIES (continued)***

a. Berdasarkan tujuan, jenis dan mata uang (lanjutan) / *a. By purpose, type and currency (continued)*

	2019	2018	
Dimiliki Hingga Jatuh Tempo			*Held-to-Maturity*
Obligasi Pemerintah	552.625	488.111	*Government Bonds*
Obligasi Korporasi	226.580	123.058	*Corporate Bond*
Reksadana	-	54.723	*Mutual funds*
Sub jumlah	779.205	665.892	*Sub total*
Jumlah	**1.825.746**	**1.740.427**	***Total***

b. Berdasarkan jenis dan penerbit / *b. By type and issuer*

Nama Penerbit / *Issuer Name*	2019 Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai Perolehan/ *Acquisition Cost*	Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*	*Issuer Name*
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Tersedia untuk dijual						*Available-for-Sale*
Sertifikat Bank Indonesia (SBI)						*Certificates of Bank Indonesia (SBI)*
SBI	7,00%	1 Maret / *March 2020*	38.875	38.861	Baa3***)	*SBI*
SBI	5,90%	17 Januari / *January 2020*	350.000	348.997	Baa3***)	*SBI*
SBI	5,25%	20 Maret/*March 2020*	500.000	493.067	Baa3***)	*SBI*
Jumlah SBI			888.875	880.925		*Total SBI*
Dikurangi bunga yang belum diamortisasi			(7.950)	-		*Less unamortized Interest*
Jumlah SBI - bersih			880.925	880.925		*Total SBI – net*
Obligasi Pemerintah						*Government bonds*
FR 0053 – 001391	8,25%	15 Juli/ *July 2021*	50.000	51.800	Baa2***)	*FR 0053 – 001391*
FR 0064 – 001358	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001358*
FR 0064 – 001363	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001363*
FR 0064 – 001373	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001373*
FR 0064 – 001374	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001374*
FR 0064 – 001375	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001375*
FR 0064 – 001376	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001376*
FR 0064 – 001378	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001378*
FR 0064 – 001379	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001379*
FR 0064 – 001384	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001384*
FR 0064 – 001385	6,12%	15 Mei/ *May 2028*	10.000	9.383	Baa2***)	*FR 0064 – 001385*
FR 0059 – 001372	7,00%	15 Mei/ *May 2027*	10.000	9.993	Baa2***)	*FR 0059 – 001372*
FR 0059 – 001381	7,00%	15 Mei/ *May 2027*	10.000	9.993	Baa2***)	*FR 0059 – 001381*
Jumlah obligasi pemerintah			170.000	165.616		*Total government Bonds*
Dikurangi bunga yang belum diamortisasi			(4.384)	-		*Less unamortized interest*
Jumlah Obligasi Pemerintah – neto			165.616	165.616		*Total Government Bonds – net*
Sub Jumlah			1.046.541	1.046.541		*Sub total*

8. EFEK-EFEK (lanjutan)

b. Berdasarkan jenis dan penerbit (lanjutan)

8. MARKETABLE SECURITIES (continued)

b. By type and issuer (continued)

Nama Penerbit	2019 Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	*Tanggal Jatuh Tempo/ Maturity Date*	Nilai Perolehan/ *Acquisition Cost*	Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*	*Issuer Name*
Dimiliki Hingga Jatuh Tempo						*Held-to-Maturity*
Obligasi Pemerintah						*Government Bonds*
FR 0062	6,38%	15 April / April 2042	190.000	187.786	Baa2***)	*FR 0062*
FR 0064	6,13%	15 Mei / May 2028	166.759	161.004	Baa2***)	*FR 0064*
FR 0065	6,63%	15 Mei / May 2033	144.809	140.434	Baa2***)	*FR 0065*
FR 0043	10,25%	15 Juli / July 2022	30.000	32.849	Baa2***)	*FR 0043*
FR 0061	7,00%	15 Mei / May 2022	30.000	30.551	Baa2***)	*FR 0061*
Jumlah Obligasi Pemerintah			561.568	552.624		*Total government Bonds*
Dikurangi bunga yang belum diamortisasi			(8.943)	-		*Less unamortized Interest*
Jumlah Obligasi Pemerintah - bersih			552.625	552.624		*Total Government Bonds – net*
Obligasi Korporasi						*Corporate Bonds*
Korporasi Non Bank						
PT Indosat Tbk						*PT Indosat Tbk*
Obligasi Berkelanjutan II						*Continuance Bonds II*
- Tahap I 2018 Seri B	8,15%	31 Mei / *May 2020*	20.000	20.006	AAA***)	- *Phase I2018 B Serie*
PT Sarana Multigriya Finance						*PT Sarana Multigriya Finance*
Obligasi Berkelanjutan IV						*Continuance Bonds IV*
- Tahap VII 2019 Seri A	7,75%	4 Februari/ *February 2020*	20.000	20.064	AAA***)	- *Phase VII 2019 A Serie*
Jumlah Korporasi Non Bank			40.000	40.070		*Total Corporate Bonds - Net*
Ditambah premi yang belum di amortisasi			70	-		*Plus unamortized Premium*
			40.070	40.070		
Korporasi Bank						
PT Federal International Finance						*PT Sarana Multigriya Finance*
Obligasi Berkelanjutan III						*Continuance Bonds III*
- Tahap IV 2018 Seri B	8,75%	25 Sept/ *Sept 2021*	11.300	11.460	AAA***)	- *Phase VI 2016 B Serie*
PT Sarana Multigriya Finance						*PT Sarana Multigriya Finance*
Obligasi Berkelanjutan IV						*Continuance Bonds IV*
- Tahap VIII 2019 Seri B	8,45%	2 Maret/ *March 2022*	20.000	20.406	AAA***)	- *Phase VIII 2019 B Serie*
PT Sarana Multigriya Finance						*PT Sarana Multigriya Finance*
Obligasi II						*Bonds II*
- Tahap II 2019 Seri B	7,80%	22 Agustus/ *August 2022*	20.000	20.139	AAA***)	- *Phase II 2019 B Serie*
Jumlah obligasi korporasi			51.300	52.005		*Total Corporate Bonds*
Ditambah premi yang belum diamortisasi			705	-		*Plus unamortized Premium*
Jumlah Obligasi Korporasi			52.005	52.005		*Total Corporate Bonds*

8. EFEK-EFEK (lanjutan)

b. Berdasarkan jenis dan penerbit (lanjutan)

8. *MARKETABLE SECURITIES (continued)*

b. By type and issuer (continued)

Nama Penerbit	2019 Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	*Tanggal Jatuh Tempo/ Maturity Date*	Nilai Perolehan/ *Acquisition Cost*	Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*	*Issuer Name*
Obligasi Ritel						*Retaild Bonds*
- ORI 001422	8,25%	15 Oktober/ *October2021*	50.000	51.710	Baa2***)	- *ORI 001422*
- ORI 001424	8,25%	15 Oktober/ *October2021*	50.000	51.720	Baa2***)	- *ORI 001424*
- ORI 001429	8,25%	15 Oktober/ *October2021*	30.000	31.075	Baa2***)	- *ORI 001429*
Jumlah Obligasi Ritel			130.000	134.505		*Total Retail bonds*
Ditambah premi dibayar dimuka			4.505	-		*Plus premium paid upfront*
			134.505	134.505		
Jumlah			186.510	186.510		*Total*

Nama Penerbit	2018 Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai Perolehan/ *Acquisition Cost*	Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*	*Issuer Name*
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Tersedia untuk dijual						*Available-for-Sale*
Sertifikat Deposito Bank Indonesia (SDBI)						*Deposits Certificates of Bank Indonesia (SDBI)*
SDBI	5,80%	*29 Maret/ March 2019*	250.000	246.642	Baa3***)	*SDBI*
SDBI	5,90%	*29 Maret/ March 2019*	250.000	246.586	Baa3***)	*SDBI*
SDBI	5,25%	*18 Januari/ January 2019*	325.000	324.235	Baa3***)	*SDBI*
Jumlah SDBI			825.000	817.463		*Total SDBI*
Dikurangi bunga yang belum diamortisasi			(7.537)	-		*Less unamortized Interest*
Jumlah SDBI - bersih			817.463	817.463		*Total SDBI – net*
Obligasi Pemerintah						*Government bonds*
FR 0053 – 001391	8,25%	15 Juli/ *July 2021*	50.000	50.547	Baa2***)	*FR 0053 – 001391*
FR 0064 – 001358	6,12%	15 Mei/ *May 2028*	10.000	8.762	Baa2***)	*FR 0064 – 001358*
FR 0064 – 001363	6,12%	15 Mei/ *May 2028*	10.000	8.762	Baa2***)	*FR 0064 – 001363*
FR 0064 – 001373	6,12%	15 Mei/ *May 2028*	10.000	8.762	Baa2***)	*FR 0064 – 001373*
FR 0064 – 001374	6,12%	15 Mei/ *May 2028*	10.000	8.762	Baa2***)	*FR 0064 – 001374*
FR 0064 – 001375	6,12%	15 Mei/ *May 2028*	10.000	8.762	Baa2***)	*FR 0064 – 001375*
FR 0064 – 001376	6,12%	15 Mei/ *May 2028*	10.000	8.763	Baa2***)	*FR 0064 – 001376*
FR 0064 – 001378	6,12%	15 Mei/ *May 2028*	10.000	8.763	Baa2***)	*FR 0064 – 001378*
FR 0064 – 001379	6,12%	15 Mei/ *May 2028*	10.000	8.763	Baa2***)	*FR 0064 – 001379*
FR 0064 – 001384	6,12%	15 Mei/ *May 2028*	10.000	8.763	Baa2***)	*FR 0064 – 001384*
FR 0064 – 001385	6,12%	15 Mei/ *May 2028*	10.000	8.763	Baa2***)	*FR 0064 – 001385*
FR 0059 – 001372	7,00%	15 Mei/ *May 2027*	10.000	9.309	Baa2***)	*FR 0059 – 001372*

8. EFEK-EFEK (lanjutan)

b. Berdasarkan jenis dan penerbit (lanjutan)

8. MARKETABLE SECURITIES (continued)

b. By type and issuer(continued)

Nama Penerbit / *Issuer Name*	Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	*Tanggal Jatuh Tempo/ Maturity Date*	2018 Nilai Perolehan/ *Acquisition Cost*	2018 Nilai Wajar/ *Fair Value*	2018 Peringkat/ *Rating*
Pihak ketiga / *Third parties*					
Rupiah / *Rupiah*					
Obligasi Pemerintah / *Government bonds*					
FR 0059 – 001381	7,00%	15 Mei/ *May 2027*	10.000	9.309	Baa2***)
FR 0069 – 001393	7,87%	15 April/ *April 2019*	50.000	50.141	Baa2***)
FR 0069 – 001395	7,87%	15 April/ *April 2019*	50.000	50.141	Baa2***)
Jumlah obligasi pemerintah / *Total government Bonds*			270.000	257.072	
Dikurangi bunga yang belum diamortisasi / *Less unamortized interest*			(12.928)	-	
Jumlah Obligasi Pemerintah – neto / *Total Government Bonds – net*			257.072	257.072	
Sub Jumlah / *Sub total*			1.074.535	1.074.535	
Dimiliki Hingga Jatuh Tempo / *Held-to-Maturity*					
Obligasi Pemerintah / *Government Bonds*					
FR 0062	6,38%	15 April/ *April 2042*	190.000	187.687	Baa2***)
FR 0064	6,13%	15 Mei/ *May 2028*	166.759	160.317	Baa2***)
FR 0065	6,63%	15 Mei/ *May 2033*	144.809	140.107	Baa2***)
Jumlah Obligasi Pemerintah / *Total government Bonds*			501.568	488.111	
Dikurangi bunga yang belum diamortisasi / *Less unamortized Interest*			(13.457)	-	
Jumlah Obligasi Pemerintah - bersih / *Total Government Bonds – net*			488.111	488.111	
Obligasi Korporasi / *Corporate Bonds*					
PT Bank Rakyat Indonesia (Persero) Tbk, Jakarta / *PT Bank Rakyat Indonesia (Persero) Tbk, Jakarta*					
Obligasi I / *Bonds I*					
- Tahap III 2016 Seri B / *Phase III 2016 B Serie*	8,20%	25 Mei/ *May 2019*	15.000	15.019	AAA***)
PT Bank CIMB Niaga Tbk, Jakarta / *PT Bank CIMB Niaga Tbk, Jakarta*					
Obligasi Berkelanjutan II / *Continuance Bonds II*					
- Tahap IV 2018 Seri A / *Phase IV 2018 A Serie*	7,50%	*30* September/ *September 2019*	20.000	20.000	AAA***)
PT Adira Dinamika Multi Finance Tbk, Jakarta / *PT Adira Dinamika Multi FinanceTbk, Jakarta*					
Obligasi Berkelanjutan I / *Continuance Bonds I*					
- Tahap VI 2016 Seri B / *Phase VI 2016 B Serie*	8,75%	26 Juli/ *July 2019*	30.000	30.000	AAA***)
PT Astra Sedaya Finance Tbk, Jakarta / *PT Astra Sedaya Finance Tbk, Jakarta*					

8. EFEK-EFEK (lanjutan)

b. Berdasarkan jenis dan penerbit (lanjutan)

8. MARKETABLE SECURITIES (continued)

b. By type and issuer (continued)

Nama Penerbit / *Issuer Name*	Tingkat Suku Bunga per Tahun/ *Annual Interest Rate (%)*	*Tanggal Jatuh Tempo/ Maturity Date*	2018 Nilai Perolehan/ *Acquisition Cost*	2018 Nilai Wajar/ *Fair Value*	Peringkat/ *Rating*
Obligasi Berkelanjutan III - Tahap II 2016 Seri / *Continuance Bonds I - Phase II 2016 Serie*	7,95%	18 Oktober/ *October 2019*	20.000	20.039	AAA***)
PT Adira Dinamika Multi Finance Obligasi I - Tahap III 2018 Seri A / *PT Adira Dinamika Multi Finance Obligasi I - Tahap III 2018 Seri A*	7,50%	26 Agustus/ *August 2019*	20.000	20.000	AAA***)
PT Indonesia Infrastructure Finance Obligasi I - Tahun 2016 Seri A / *PT Indonesia Infrastructure Finance Bonds I - Year 2016 A Serie*	8,25%	19 Juli/ *July 2019*	18.000	18.000	AAA***)
Jumlah Obligasi Korporasi / *Total Corporate Bonds*			123.000	123.058	
Ditambah premi yang belum diamortisasi / *Plus unamortized Premium*			58	-	
Jumlah Obligasi Korporasi / *Total Corporate Bonds*			123.058	123.058	
Reksadana / *Mutual Funds*					
Obligasi berkelanjutan III Astra Sedaya Finance Tahap I Tahun 2016 Seri A / *Continuance Bonds III Astra Sedaya Finance Phase I, 2016, A Serie*	8,50%	21 Mei/ *May 2017*	4	4	
Obligasi berkelanjutan III Astra Sedaya Finance Tahap I Tahun 2016 Seri B / *Continuance Bonds III Astra Sedaya Finance Phase I, 2016, B Serie*	8,50%	11 Mei/ *May 2019*	30.006	30.006	
Obligasi berkelanjutan II Toyota Astra Finance Tahap I Tahun 2016 Seri A / *Continuance Bonds II Toyota Astra Finance Phase I, 2016,A Serie*	8,40%	11 Juni/ *June 2017*	1	1	
Obligasi berkelanjutan II Toyota Astra Finance Tahap I Tahun 2016 Seri B / *Continuance Bonds II Toyota Astra Finance Phase I, 2016, B Serie*	8,40%	1 Juni/ *June 2019*	23.005	23.005	
Obligasi berkelanjutan II Bank OCBC NISP Tahap I Tahun 2016 Seri B / *Continuance Bonds II OCBC NISP Bank Phase I, 2016, B Serie*	8,00%	11 Mei/ *May 2018*	1.707	1.707	
Jumlah Reksadana / *Total Mutual Funds*			54.723	54.723	
Jumlah / ***Total***			**1.740.427**	**1.740.427**	

*) Berdasarkan peringkat yang diterbitkan oleh PT Peringkat Efek Indonesia (Pefindo).
**) Berdasarkan peringkat yang diterbitkan oleh PT Fitch Ratings Indonesia.
***) Berdasarkan peringkat yang diterbitkan oleh PT Moody's Indonesia.

8. EFEK-EFEK (lanjutan) / ***8. MARKETABLE SECURITIES (continued)***

c. Berdasarkan sisa umur sampai dengan jatuh tempo / *c. By remaining period to maturity*

	2019	2018	
Rupiah			***Rupiah***
Pihak ketiga			*Third parties*
Tersedia untuk Dijual			*Available-for-Sale*
1 sampai dengan 3 bulan	-	-	*1 up to 3 months*
3 sampai dengan 12 bulan	880.924	1.074.535	*3 up to 12 months*
1 sampai dengan 2 tahun	51.800	-	*1 up to 2 years*
Lebih dari 2 tahun	153.888	-	*More than 2 years*
Sub jumlah	1.086.612	1.074.535	*Sub total*
Dimiliki Hingga Jatuh Tempo			*Held-to-Maturity*
1 sampai dengan 3 bulan	-	177.781	*1 up to 3 months*
3 sampai dengan 12 bulan	-	-	*3 up to 12 months*
1 sampai dengan 2 tahun	-	300.424	*1 up to 2 years*
Lebih dari 2 tahun	739.134	187.687	*More than 2 years*
Sub jumlah	739.134	665.892	*Sub total*
Jumlah Efek-efek	**1.825.746**	**1.740.427**	***Total Marketable Securities***

d. Berdasarkan efek-efek pemerintah dan bukan pemerintah / *d. By government and non-government securities*

	2019	2018	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Jenis			*Type*
Efek-efek pemerintah	1.599.166	1.562.646	*Government securities*
Efek-efek bukan pemerintah	226.580	177.781	*Non-Government securities*
Jumlah	**1.825.746**	**1.740.427**	***Total***

e. Perubahan keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek yang tersedia untuk dijual adalah sebagai berikut:

e. Changes in unrealized gain from changes in fair value of available-for-sale securities are as follows:

	2019	2018	
Saldo awal tahun - sebelum pajak penghasilan tangguhan	(8.895)	23	*Balance at beginning of year- before deferred income tax*
Keuntungan yang belum direalisasi selama tahun berjalan	9.360	(11.148)	*Unrealized gain during the year*
Saldo akhir tahun - sebelum pajak penghasilan tangguhan	465	(11.125)	*Balance at end of year - before deferred income tax*
Pajak penghasilan tangguhan (Catatan 22c)	(1.872)	2.230	*Deferred income tax (Note 22c)*
Saldo akhir tahun - setelah pajak penghasilan tangguhan	**(1.407)**	**(8.895)**	***Balance at end of year - after deferred income tax***

Keuntungan penjualan efek-efek yang diperdagangkan dan tersedia untuk dijual untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp576 dan Rp1.126.

Gains on sale of trading and available-for-sale securities for the years ended December 31, 2019 and 2018 amounted to Rp576 and Rp1,126, respectively.

Bank melakukan penilaian atas penurunan nilai efek-efek secara individual dengan menggunakan bukti objektif penurunan nilai.

The Bank assessess the impairment of marketable securities individually by using objective evidences of impairment.

8. EFEK-EFEK (lanjutan)

Pada tanggal 31 Desember 2019 dan 2018, seluruh efek-efek diklasifikasikan "Lancar".

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas efek-efek sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

8. MARKETABLE SECURITIES (continued)

As of December 31, 2019 and 2018, all marketable securities are classified as "Current".

As of December 31, 2019 and 2018, management believes that there is no impairment on marketable securities therefore no allowance for impairment losses is provided.

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL

2019

	Tanggal pembelian/ *Purchase date*	**Tanggal penjualan kembali/ *Range of resale date***	**Harga penjualan kembali/ *Resale price***	**Pendapatan bunga yang belum diakui/ *Unearned interest***	**Nilai tercatat/ *Carrying amount***	
Transaksi dengan Bank Indonesia						*Transactions with Bank Indonesia*
Pihak ketiga						*Third party*
Rupiah						*Rupiah*
Surat utang negara						*Government promissory notes*
SPN 12200313	26 Desember/ *December 2019*	01 Februari/ *February 2020*	470.487	(65)	470.422	*SPN 12200313*
SPN 12200814	27 Desember/ *December 2019*	01 Maret/ *March 2020*	459.872	(128)	459.744	*SPN 12200814*
SPN 12201009	31 Desember/ *December 2018*	01 Juli/ *July 2020*	161.297	(134)	161.163	*SPN 12201009*
FR 0031	31 Desember/ *December 2018*	01 Juli/ *July 2020*	73.952	(61)	73.891	*FR 0031*
SPN12200213	30 Desember/ *December 2019*	01 Juni/ *June 2020*	472.549	(328)	472.221	*SPN12200213*
Jumlah			**1.638.157**	**(716)**	**1.637.441**	***Total***

2018

	Tanggal pembelian/ *Purchase date*	**Tanggal penjualan kembali/ *Range of resale date***	**Harga penjualan kembali/ *Resale price***	**Pendapatan bunga yang belum diakui/ *Unearned interest***	**Nilai tercatat/ *Carrying amount***	
Transaksi dengan Bank Indonesia						*Transactions with Bank Indonesia*
Pihak ketiga						*Third party*
Rupiah						*Rupiah*
Surat utang negara						*Government promissory notes*
FR 0071	19 Desember/ *December 2018*	16 Januari/ *January 2019*	204.621	(542)	204.079	*FR 0071*
FR 0040	19 Desember/ *December 2018*	2 Januari/ *January 2019*	533.689	(92)	533.597	*FR 0040*
FR 0042	19 Desember/ *December 2018*	2 Januari/ *January 2019*	27.287	(5)	27.282	*FR 0042*
Jumlah			**765.597**	**(639)**	**764.958**	***Total***

10. TAGIHAN DAN LIABILITAS DERIVATIF

Bank melakukan transaksi derivatif dalam bentuk pembelian dan penjualan spot dan forward valuta asing.

Risiko pasar dari transaksi derivatif timbul dari potensi perubahan nilai akibat fluktuasi kurs mata uang asing, sedangkan risiko kredit timbul dalam hal pihak lain tidak memenuhi kewajibannya kepada Bank.

Jangka waktu dari pembelian dan penjualan berjangka valuta asing berkisar antara dan 3 sampai dengan 6 hari pada tanggal 31 Desember 2019 dan 2018.

Rincian tagihan dan liabilitas derivatif adalah sebagai berikut:

10. DERIVATIVE RECEIVABLES AND PAYABLES

The Bank's derivative instruments principally consist of foreign currencies spot and forward sales and purchases.

The market risk of derivative transactions arise from potential changes in value due to fluctuations in foreign exchange rates, while credit risks is the possibility that a loss may occur due to the failure of counterparty to fulfill its obligation according to the term of contract.

Term of the Bank's forward and spot foreign exchange contracts ranging from and 3 to 6 days as of December 31, 2019 and 2018.

The details of derivative receivables and payables are as follows:

	2019				
	Nilai nosional (angka penuh)/ *Notional value (full amount)*		**Tagihan Derivatif/ *Derivative Receivables***	**Liabilitas Derivatif/ *Derivative Payables***	
Pihak ketiga					***Third parties***
Penjualan forward valuta asing					*Foreign currencies spot sales*
PT Bank Mandiri (Persero) Tbk, Jakarta	USD	17.500.000	3.017	-	*PT Bank Mandiri (Persero) Tbk, Jakarta*
PT Bank Negara Indonesia (Persero) Tbk,	USD	16.000.000	2.376	-	*PT Bank Negara Indonesia (Persero) Tbk,*
PT Bank Maybank Indonesia, Tbk	USD	5.000.000	649	-	*PT Bank Maybank Indonesia, Tbk*
PT Bank Mega Tbk, Jakarta	USD	4.000.000	802	-	*PT Bank Mega Tbk, Jakarta*
PT Bank Mega Tbk, Jakarta	GBP	600.000	66	-	*PT Bank Mega Tbk, Jakarta*
			6.910	**-**	

	2018				
	Nilai nosional (angka penuh)/ *Notional value (full amount)*		**Tagihan Derivatif/ *Derivative Receivables***	**Liabilitas Derivatif/ *Derivative Payables***	
Pihak ketiga					***Third parties***
Penjualan spot valuta asing					*Foreign currencies spot sales*
PT Bank Mandiri (Persero) Tbk, Jakarta	USD	6.000.000	401	25	*PT Bank Mandiri (Persero) Tbk, Jakarta*
PT Bank Panin	USD	1.000.000	241	-	*PT Bank Panin*
PT Bank Hsu Yu Hsiang	USD	69.472	15	-	*PT Bank Hsu Yu Hsiang*
PT Bank Mega Tbk, Jakarta	USD	1.000.000	-	85	*PT Bank Mega Tbk, Jakarta*
			657	110	
Pembelian forward valuta asing					*Foreign currency forward purchase*
PT Bank Mandiri (Persero) Tbk, Jakarta	USD	2.000.000	-	204	*PT Bank Mandiri (Persero) Tbk, Jakarta*
PT Bank BNI (Persero) Tbk, Jakarta	SGD	1.000.000	-	6	*PT Bank BNI (Persero) Tbk, Jakarta*
Sub jumlah			-	210	*Sub total*
Jumlah			**657**	**320**	***Total***

10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan) / *10. DERIVATIVE RECEIVABLES AND PAYABLES (continued)*

Bank melakukan penilaian atas penurunan nilai tagihan derivatif secara individual dengan menggunakan bukti objektif penurunan nilai.

The Bank assessess the impairment of derivative receivables individually by using objective evidences of impairment.

Pada tanggal 31 Desember 2019 dan 2018, seluruh tagihan derivatif diklasifikasikan "Lancar".

As of December 31, 2019 and 2018, all derivative receivables are classified as "Current".

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas tagihan derivatif, sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

As of December 31, 2019 and 2018, management believes that there is no impairment on derivative receivables, therefore no allowance for impairment losses was provided.

11. PENDAPATAN BUNGA YANG MASIH AKAN DITERIMA / *11. ACCRUED INTEREST RECEIVABLES*

Rincian pendapatan bunga yang masih akan diterima adalah sebagai berikut:

The details of accrued interest receivables are as follows:

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent Rupiah*	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent Rupiah*	
Rupiah					*Rupiah*
Kredit yang diberikan	-	115.770	-	112.250	*Loans*
Efek-efek	-	10.579	-	10.200	*Marketable securities*
Penempatan pada Bank Indonesia dan bank lain	-	-	-	1.299	*Placement with Bank Indonesia and other banks*
Sub jumlah		126.349		123.749	*Sub total*
Dolar Amerika Serikat					*United States Dollar*
Kredit yang diberikan	245.026	3.402	418.255	6.015	*Loans*
Penempatan pada Bank Indonesia dan bank lain	100.907	1.401	21.378	307	*Placement with Bank Indonesia and other banks*
Sub jumlah		4.803		6.322	*Sub total*
Dolar Singapura					*Singapore Dollar*
Kredit yang diberikan	4.119	42	-	-	*Loans*
Sub jumlah		42		-	
Jumlah		**131.194**		**130.071**	***Total***

12. BIAYA DIBAYAR DI MUKA / *12. PREPAID EXPENSES*

Rincian biaya dibayar di muka adalah sebagai berikut:

The details of prepaid expenses are as follows:

	2019	2018	
Sewa dan operasional	107.602	112.700	*Rent and operational*
Asuransi	66.671	19.313	*Insurance*
Pemasaran	15.311	17.933	*Marketing*
Renovasi gedung	9.381	7.286	*Office building renovation and maintenance*
Karyawan	8.001	5.011	*Employee*
Jumlah	**206.966**	**162.243**	***Total***

13. KREDIT YANG DIBERIKAN / *13. LOANS*

a. Berdasarkan jenis, mata uang dan pihak / *a. By type, currency and party*

Rincian kredit yang diberikan berdasarkan jenis dan pihak adalah sebagai berikut:

The details of loans based on type and party are as follows:

	2019	2018	
Pihak berelasi (Catatan 37)			***Related parties (Note 37)***
Rupiah			*Rupiah*
Revolving loans	138.438	156.631	*Revolving loans*
Fixed loans	137.285	140.329	*Fixed loans*
Kredit pemilikan rumah	120.823	128.183	*Housing loans*
Sub jumlah	396.546	425.143	*Sub total*
Mata Uang Asing			*Foreign Currencies*
Revolving loans	-	73.432	*Revolving loans*
	-	73.432	
Sub jumlah	396.546	498.575	*Sub total*
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Revolving loans	3.490.182	5.047.772	*Revolving loans*
Fixed loans	4.611.211	4.348.767	*Fixed loans*
Kredit pemilikan rumah dan apartemen	2.699.805	2.394.374	*Housing loans and apartment ownership*
Kredit sindikasi	1.140.096	1.017.511	*Syndicated loans*
Kredit usaha rakyat	382.764	713.293	*Micro community commercial loans*
Pinjaman rekening koran	256.573	331.359	*Overdraft*
Kredit tanpa agunan	52.528	77.644	*Unsecured loans*
Pinjaman karyawan	59.176	74.720	*Employee loans*
Trust receipts	29.798	30.396	*Trust receipts*
Kredit pemilikan kios	5.780	6.449	*Kiosk loans*
Kredit pemilikan mobil	734	274	*Car loans*
Kredit wirausaha	11	12	*Entrepreneurs loans*
	12.728.658	14.042.571	
Mata Uang Asing			*Foreign Currencies*
Revolving loans	202.547	908.504	*Revolving loans*
Fixed loans	409.146	214.988	*Fixed loans*
	611.693	1.123.492	
Sub jumlah	13.340.351	15.166.063	*Sub total*
Jumlah Kredit	13.736.897	15.664.638	*Total Loans*
Cadangan kerugian penurunan nilai	(277.410)	(588.319)	*Allowance for impairment losses*
Jumlah Kredit – Bersih	**13.459.487**	**15.076.319**	***Total Loans – Net***

Rincian kredit yang diberikan berdasarkan mata uang adalah sebagai berikut:

The details of loans based on currencies are as follows:

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Rupiah					*Rupiah*
Pihak berelasi (Catatan 37)		396.546		425.143	*Related parties (Note 37)*
Pihak ketiga		12.728.658		14.042.571	*Third parties*
Sub jumlah		13.125.204		14.467.714	*Sub total*

13. KREDIT YANG DIBERIKAN (lanjutan) / *13. LOANS (continued)*

a. Berdasarkan jenis, mata uang dan pihak (lanjutan) / *a. By type, currency and party (continued)*

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Mata Uang Asing					*Foreign Currencies*
Pihak berelasi					
Dolar Amerika Serikat	-	-	5.106.561	73.432	
Pihak ketiga					*Third parties*
Dolar Amerika Serikat	42.315.768	202.547	78.128.892	1.123.492	*United States Dollar*
Dolar Singapura	2.350.378	409.146	-	-	*Singapore Dollar*
Sub jumlah		611.693		1.196.924	*Sub total*
Jumlah		13.736.897		15.664.638	*Total*
Cadangan kerugian penurunan nilai		(277.410)		(588.319)	*Allowance for impairment losses*
Jumlah Kredit - bersih		**13.459.487**		**15.076.319**	***Total Loans – Net***

b. Berdasarkan sektor ekonomi / *b. By economic sector*

	2019	2018	
Pihak berelasi (Catatan 37)			***Related parties (Note 37)***
Rupiah			*Rupiah*
Konstruksi	73.721	74.974	*Construction*
Restoran dan hotel	67.217	69.345	*Restaurant and hotel*
Perdagangan	8.990	-	*Trading*
Lain-lain	246.618	280.824	*Others*
	396.546	425.143	*Sub total*
Mata Uang Asing			*Foreign Currencies*
Lain-lain	-	73.432	*Others*
	-	73.432	
Sub jumlah	396.546	498.575	*Sub total*
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Perdagangan	1.583.294	2.011.902	*Trading*
Konstruksi	1.862.165	1.673.177	*Construction*
Pertanian dan pertambangan	1.040.551	1.479.459	*Agribusiness and mining*
Restoran dan hotel	966.889	1.042.099	*Restaurant and hotel*
Industri	756.273	1.041.687	*Industry*
Jasa	588.324	698.706	*Services*
Transportasi dan komunikasi	509.706	542.456	*Transportation and communication*
Lain-lain	5.421.456	5.553.085	*Others*
	12.728.658	14.042.571	

13. KREDIT YANG DIBERIKAN (lanjutan) / *13. LOANS (continued)*

b. Berdasarkan sektor ekonomi (lanjutan) / *b. By economic sector (continued)*

	2019	2018	
Pihak ketiga			***Third parties***
Mata Uang Asing			*Foreign Currencies*
Pertanian dan pertambangan	279.607	501.255	*Agribusiness and mining*
Perdagangan	57.769	164.844	*Trading*
Industri	155.241	160.458	*Industry*
Transportasi dan komunikasi	75.030	140.017	*Transportation and communication*
Konstruksi	-	95.719	*Construction*
Lain-lain	44.046	61.199	*Others*
	611.693	1.123.492	
Sub jumlah	13.340.351	15.166.063	*Sub total*
Jumlah Kredit	13.736.897	15.664.638	*Total Loans*
Cadangan kerugian penurunan nilai	(277.410)	(588.319)	*Allowance forimpairment losses*
Jumlah Kredit – Bersih	**13.459.487**	**15.076.319**	***Total Loans – Net***

Pada tanggal 31 Desember 2019 dan 2018, persentase kredit yang diberikan kepada usaha mikro, kecil dan menengah masing-masing sebesar 10,16% dan 14,44%.

As of December 31, 2019 and 2018, percentage of loans were granted to micro, small and medium business was 10.16% and 14.44%, respectively.

c. Berdasarkan jangka waktu periode perjanjian kredit / *c. By term of the loan agreement*

	2019	2018	
Pihak berelasi (Catatan 37)			***Related parties (Note 37)***
Rupiah			*Rupiah*
Kurang dari 1 tahun	103.652	-	*Less than 1 year*
1 sampai dengan 2 tahun	34.786	156.632	*1 to 2 years*
2 sampai dengan 5 tahun	11.490	4.500	*2 to 5 years*
Lebih dari 5 tahun	246.618	264.011	*More than 5 years*
	396.546	425.143	
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 tahun	-	-	*Less than 1 year*
1 sampai dengan 2 tahun	-	-	*1 to 2 years*
2 sampai dengan 5 tahun	-	-	*2 to 5 years*
Lebih dari 5 tahun	-	73.432	*More than 5 years*
	-	73.432	
Sub jumlah	396.546	498.575	*Sub total*
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Kurang dari 1 tahun	2.463.222	942.192	*Less than 1 year*
1 sampai dengan 2 tahun	1.101.508	3.461.043	*1 to 2 years*
2 sampai dengan 5 tahun	2.274.140	2.599.028	*2 to 5 years*
Lebih dari 5 tahun	6.889.788	7.040.308	*More than 5 years*
	12.728.658	14.042.571	
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 tahun	54.366	10.891	*Less than 1 year*
1 sampai dengan 2 tahun	64.067	550.132	*1 to 2 years*
2 sampai dengan 5 tahun	202.703	343.566	*2 to 5 years*
Lebih dari 5 tahun	290.557	218.903	*More than 5 years*
	611.693	1.123.492	
Sub jumlah	13.340.351	15.166.063	*Sub total*
Jumlah	13.736.897	15.664.638	*Total*
Cadangan kerugian penurunan nilai	(277.410)	(588.319)	*Allowance for impairment losses*
Jumlah Kredit - Bersih	**13.459.487**	**15.076.319**	***Total Loans – Net***

13. KREDIT YANG DIBERIKAN (lanjutan) / *13. LOANS (continued)*

d. Berdasarkan sisa umur sampai dengan jatuh tempo / *d. By maturity term*

	2019	2018	
Pihak berelasi (Catatan 37)			***Related parties (Note 37)***
Rupiah			*Rupiah*
Kurang dari 1 tahun	138.438	156.632	*Less than 1 year*
1 sampai dengan 2 tahun	2.500	-	*1 to 2 years*
2 sampai dengan 5 tahun	14.571	11.421	*2 to 5 years*
Lebih dari 5 tahun	241.037	257.090	*More than 5 years*
	396.546	425.143	
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 tahun	-	-	*Less than 1 year*
1 sampai dengan 2 tahun	-	-	*1 to 2 years*
2 sampai dengan 5 tahun	-	-	*2 to 5 years*
Lebih dari 5 tahun	-	73.432	*More than 5 years*
	-	73.432	
Sub jumlah	396.546	498.575	*Sub total*
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Kurang dari 1 tahun	4.575.822	5.754.298	*Less than 1 year*
1 sampai dengan 2 tahun	584.887	1.153.002	*1 to 2 years*
2 sampai dengan 5 tahun	2.067.750	2.198.982	*2 to 5 years*
Lebih dari 5 tahun	5.500.199	4.936.289	*More than 5 years*
	12.728.658	14.042.571	
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 tahun	298.512	816.431	*Less than 1 year*
1 sampai dengan 2 tahun	-	66.006	*1 to 2 years*
2 sampai dengan 5 tahun	22.624	23.435	*2 to 5 years*
Lebih dari 5 tahun	290.557	217.620	*More than 5 years*
	611.693	1.123.492	
Sub jumlah	13.340.351	15.166.063	*Sub total*
Jumlah Kredit	13.736.897	15.664.638	*Total Loans*
Cadangan kerugian penurunan nilai	(277.410)	(588.319)	*Allowance for impairment losses*
Jumlah Kredit – Bersih	**13.459.487**	**15.076.319**	***Total Loans – Net***

e. Berdasarkan klasifikasi individual dan kolektif / *e. By individual and collective classification*

	2019		2018		
	Pokok/ *Principal*	**Cadangan kerugian penurunan nilai/ *allowance for impairment losses***	**Pokok/ *Principal***	**Cadangan kerugian penurunan nilai/ *allowance for impairment losses***	
Rupiah					*Rupiah*
Individual	548.724	137.463	812.272	415.856	*Individual*
Kolektif	12.576.480	124.919	13.655.442	172.320	*Collective*
Sub jumlah	13.125.204	262.382	14.467.714	588.176	*Sub total*
Mata Uang Asing					*Foreign Currencies*
Individual	52.406	15.000	-	-	*Individual*
Kolektif	559.287	28	1.196.924	143	*Collective*
Sub jumlah	611.693	15.028	1.196.924	143	*Sub total*
Jumlah	**13.736.897**	**277.410**	**15.664.638**	**588.319**	***Total***

13. KREDIT YANG DIBERIKAN (lanjutan) / ***13. LOANS (continued)***

f. Berdasarkan klasifikasi kolektibilitas / *f. By collectibility classification*

	2019			
	Rupiah/ *Rupiah*	**Mata Uang Asing/ *Foreign Currencies***	**Jumlah/ *Total***	
Lancar	11.625.761	448.227	12.073.988	*Current*
Dalam perhatian khusus	767.350	111.060	878.410	*Special mention*
Kurang lancar	19.023	-	19.023	*Substandard*
Diragukan	108.195	-	108.195	*Doubtful*
Macet	604.875	52.406	657.281	*Loss*
Jumlah Kredit	13.125.204	611.693	13.736.897	*Total Loans*
Cadangan kerugian penurunan nilai	(262.381)	(15.029)	(277.410)	*Allowance for impairment losses*
Jumlah Kredit – Bersih	**12.862.823**	**596.664**	**13.459.487**	***Total Loans – Net***

	2018			
	Rupiah/ *Rupiah*	**Mata Uang Asing/ *Foreign Currencies***	**Jumlah/ *Total***	
Lancar	10.577.745	820.706	11.398.451	*Current*
Dalam perhatian khusus	2.951.690	376.220	3.327.910	*Special mention*
Kurang lancar	147.986	-	147.986	*Substandard*
Diragukan	55.751	-	55.751	*Doubtful*
Macet	734.540	-	734.540	*Loss*
Jumlah Kredit	14.467.712	1.196.926	15.664.638	*Total Loans*
Cadangan kerugian penurunan nilai	(588.176)	(143)	(588.319)	*Allowance for impairment losses*
Jumlah Kredit – Bersih	**13.879.536**	**1.196.783**	**15.076.319**	***Total Loans – Net***

g. Kredit yang direstrukturisasi / *g. Restructured loans*

Rincian kredit yang direstrukturisasi berdasarkan mata uang, jenis dan kolektibilitas adalah sebagai berikut:

The details of restructured loan based on currencies, type and collectability are as follows:

	2019					
Jenis/*Type*	**Lancar/ *Current***	**Dalam perhatian khusus/ *Special mention***	**Kurang lancar/ *Sub-standard***	**Diragukan/ *Doubtful***	**Macet/ *Loss***	**Jumlah/ *Total***
Pihak berelasi/ *Third parties*						
Fixed loans	120.369	-	-	-	-	120.369
Sub jumlah/ Sub*Total*	120.369	-	-	-	-	120.369
Pihak ketiga/ *Third parties*						
Fixed loans	1.446.831	177.839	738	65	88.809	1.714.282
Revolving loans	427.722	495.586	-	-	-	923.308
Kredit pemilikan rumah dan apartemen/*Housing and apartment ownership loans*	5.131	2.595	-	-	1.593	9.319
Pinjaman rekening koran/*Overdraft*	21.596	-	-	-	-	21.596
Kredit pemilikan kios	-	-	-	-	-	-
Kredit tanpa agunan	104	-	54	-	22	180
Sub jumlah/ *Sub total*	1.901.384	676.020	792	65	90.424	2.668.685
Jumlah/*Total*	2.021.753	676.020	792	65	90.424	2.789.054
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(21.232)	(30.057)	(1)	-	(37.721)	(89.011)
Jumlah Kredit - Bersih/ *Total Loans – Net*	**2.000.521**	**645.963**	**791**	**65**	**52.703**	**2.700.043**

13. KREDIT YANG DIBERIKAN (lanjutan) / ***13. LOANS (continued)***

g. Kredit yang direstrukturisasi / *g. Restructured loans*

Jenis/*Type*	Lancar/ *Current*	Dalam perhatian khusus/ *Special mention*	Kurang lancar/ *Sub-standard*	Diragukan/ *Doubtful*	Macet/ *Loss*	Jumlah/ *Total*
			2018			
Pihak berelasi/*Third parties*						
Fixed loans	104.593	-	-	-	-	104.593
Sub jumlah/ *Sub total*	104.593	-	-	-	-	104.593
Pihak ketiga/*Third parties*						
Fixed loans	872.855	762.205	10.003	704	162.849	1.808.616
Revolving loans	414.283	950.341	100.629	-	-	1.465.253
Kredit pemilikan rumah dan apartemen/*Housing and apartment ownership loans*	4.505	1.192	274	613	1.736	8.320
Pinjaman rekening koran/*Overdraft*	200	101	-	-	-	301
Kredit pemilikan kios	-	-	-	-	893	893
Kredit tanpa agunan	176	-	-	-	-	176
Sub jumlah/ *Sub total*	1.292.019	1.713.839	110.906	1.317	165.478	3.283.559
Jumlah/*Total*	1.396.612	1.713.839	110.906	1.317	165.478	3.388.152
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(34.386)	(38.818)	(53.446)	(1)	(151.466)	(278.117)
Jumlah Kredit - Bersih/ ***Total Loans – Net***	**1.362.226**	**1.675.021**	**57.460**	**1.316**	**14.012**	**3.110.035**

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018, tidak terdapat keuntungan atau kerugian dari kredit yang direstrukturisasi.

As of December 31, 2019 and 2018, there were no gains or losses arising from restructured loans.

h. Cadangan kerugian penurunan nilai / *h. Allowance for impairment losses*

Perubahan cadangan kerugian penurunan nilai untuk kredit yang diberikan untuk kelompok individual dan kolektif adalah sebagai berikut:

The changes of allowance for impairment losses of loans to individual and collective groups are as follows:

	2019		2018		
	Individual/ *Individual*	**Kolektif/ *Collective***	**Individual/ *Individual***	**Kolektif/ *Collective***	
Rupiah					***Rupiah***
Saldo awal tahun	415.856	172.320	275.187	121.025	*Balance at beginning of year*
Penyesuaian	-	-	35.788	-	*Adjustment*
Penyisihan kerugian penurunan nilai tahun berjalan (Catatan 33)	190.109	(47.401)	104.881	52.842	*Provision for impairment losses for the year (Note33)*
Penghapusbukuan kredit	(468.502)	-	-	(1.547)	*Writen-off loans*
Saldo akhir tahun	137.463	124.919	415.856	172.320	*Balance at end of year*
Mata Uang Asing					*Foreign Currencies*
Saldo awal tahun	-	143	-	284	*Balance at beginning of year*
Penyisihan (pemulihan) kerugian penurunan nilai tahun berjalan (Catatan 33)	49.865	(114)	-	(141)	*Provision for (reversal of) impairment losses for the year (Note 33)*
Penghapusbukuan kredit	(34.865)	-	-	-	*Writen-off loans*
Saldo akhir tahun	15.000	29	-	143	*Balance at end of year*
Jumlah	**152.463**	**124.948**	**415.856**	**172.463**	***Total***

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai yang dibentuk adalah cukup untuk menutupi kemungkinan kerugian yang timbul akibat tidak tertagihnya kredit yang diberikan.

As of December 31, 2019 and 2018, management believes that the allowance for impairment losses is adequate to cover possible losses from uncollectible loans.

13. KREDIT YANG DIBERIKAN (lanjutan) / *13. LOANS (continued)*

i. Kredit bermasalah / *i. Non-performing loans*

Rincian kredit bermasalah (kurang lancar, diragukan dan macet) yang dinilai secara individual dan kolektif berdasarkan sektor ekonomi, serta cadangan kerugian penurunan nilai adalah sebagai berikut:

The details of non-performing loans (substandard, doubtful and loss) that assessed individually and collectively based on economic sectors, and allowance for impairment losses are as follows:

	2019		2018	
	Pokok/ *Principal*	**Cadangan kerugian pokok/ penurunan nilai/ *Allowance for impairment losses***	**Pokok/ *Principal***	**Cadangan kerugian penurunan nilai/ *Allowance for impairment losses***
Rupiah/*Rupiah*				
Jasa/*Services*	22.494	3.145	10.344	2.270
Pertanian dan pertambangan/ *Agriculture and mining*	159.953	17.816	76.821	13.294
Perdagangan/*Trading*	208.445	42.239	172.147	51.296
Konstruksi/*Construction*	69.684	35.368	92.418	46.222
Industri/*Industry*	150.076	47.842	274.630	163.619
Transportasi dan komunikasi/ *Transportation and communication*	60.897	18.187	8.456	3.567
Restoran dan hotel/ *Restaurant and hotel*	20.624	4.891	27.230	9.825
Lain-lain/*Others*	92.325	30.703	276.231	127.262
Jumlah/*Total*	**784.498**	**200.191**	**938.277**	**417.355**

Pada tanggal 31 Desember 2019 dan 2018, rasio kredit bermasalah terhadap jumlah aset keuangan Bank masing-masing sebesar 3,72% dan 3,33%.

As of December 31, 2019 and 2018, non-performing loans ratio to Bank's total financial assets of 3.72% and 3.33%, respectively.

Pada tanggal 31 Desember 2019 dan 2018, jumlah minimum cadangan kerugian penurunan nilai yang wajib dibentuk sesuai dengan ketentuan Bank Indonesia untuk perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) masing-masing sebesar Rp803.083 dan Rp965.230. Pada tanggal 31 Desember 2019 dan 2018, rasio pemenuhan cadangan kerugian penurunan nilai untuk kredit yang diberikan sesuai dengan ketentuan Bank Indonesia masing-masing sebesar 34,54% dan 60,95%.

As of December 31, 2019 and 2018, the minimum allowance for impairment losses which is required by Bank Indonesia for calculation of Capital Adequacy Ratio (CAR) amounted to Rp803.083 and Rp965.230, respectively. As of December 31, 2019 and 2018, the adequacy ratio for allowance for impairment losses of loans which is required by Bank Indonesia is 34.54% and 60.95%, re spectively
.

j. Kredit yang Dihapusbukukan / *j. Writen-off Loans*

Perubahan kredit yang dihapusbukukan adalah sebagai berikut:

The changes in write-off loans are as follows:

	2019	2018	
Saldo awal tahun	521.362	519.815	*Balance at beginning of year*
Penghapusbukuan kredit	503.367	1.547	*Writen-off loans*
Penerimaan kembali kredit yang telah dihapusbukukan	(2.259)	-	*Recoveries from writen-off loan*
Saldo akhir tahun	**1.022.470**	**521.362**	***Balance at end of year***

Untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018, tidak terdapat hapus buku atas kredit yang diberikan kepada pihak berelasi.

For the years ended December 31, 2019 and 2018, there are no writen-off loans to related parties.

13. KREDIT YANG DIBERIKAN (lanjutan)

13. LOANS (continued)

k. Tingkat suku bunga rata-rata per tahun adalah sebagai berikut:

k. The average interest rates per annum are as follows:

	2019	2018	
Rupiah			*Rupiah*
Kredit tanpa agunan	27,27%	27,72%	*Unsecured loans*
Kredit wirausaha	24,00%	24,00%	*Entrepreneur loans*
Pinjaman rekening Koran	15,17%	15,42%	*Overdraft*
Trust receipts	3,65%	3,65%	*Trust receipts*
Fixed loans	13,26%	13,17%	*Fixed loans*
Revolving loans	12,19%	12,70%	*Revolving loans*
Kredit pemilikan kios	13,61%	13,76%	*Kiosk loans*
Kredit pemilikan mobil	19,83%	14,94%	*Car loans*
Kredit sindikasi	11,25%	11,94%	*Syndicated loans*
Kredit usaha rakyat	8,22%	8,33%	*Micro community commercial loans*
Kredit pemilikan rumah dan apartemen	5,67%	6,04%	*Housing and apartment ownership loans*
Pinjaman karyawan	8,28%	8,04%	*Employee loans*
Mata Uang Asing			*Foreign Currencies*
Fixed loans	6,00%	5,47%	*Fixed loans*
Revolving loans	5,03%	5,97%	*Revolving loans*

l. Informasi penting lainnya

l. Other important informations

1. Pada tanggal 31 Desember 2019 dan 2018, jumlah deposito berjangka yang dijadikan sebagai jaminan tunai atas kredit yang diberikan masing-masing sebesar Rp540.333 dan Rp348.896 (Catatan 20c).

   As of December 31, 2019 and 2018, total time deposits pledged as loans cash collateral as of December 31, 2019 and 2018 amounted to Rp540.333 and Rp348.896 respectively (Note 20c).

2. Kredit sindikasi merupakan kredit yang diberikan kepada debitur berdasarkan perjanjian bersama (sindikasi) dengan bank-bank lain. Jumlah kredit sindikasi yang diberikan oleh Bank pada tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar Rp1.140.096 dan Rp1.071.511
   Keikutsertaan Bank sebagai anggota sindikasi pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar 5,98% dan 3,85% dari jumlah kredit sindikasi.

   Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Total syndicated loans of the Bank as of December 31, 2019 and 2018 amounted to Rp1.140.096 and Rp1.071.511, respectively.

   The participation of the Bank as a participant of the syndicated loans as of December 31, 2019 and 2018 was 5.98% and 3.85% respectively, of total syndicated loans.

3. Kredit yang diberikan kepada karyawan merupakan kredit untuk membeli rumah, kendaraan dan keperluan lainnya dengan jangka waktu 1 sampai dengan 15 tahun yang dikenakan tingkat suku bunga rata-rata masing-masing sebesar 8,28% dan 6,62% pada tahun 2019 dan 2018. Pembayaran kembali kredit dilakukan dengan pemotongan gaji setiap bulan.

   Loans granted to the Bank's employee are loans for acquisition of houses, vehicles and other purposes with term of 1 to 15 years which bear average interest rate of 8.28% and 6.62% per annum in 2019 and 2018, respectively. The repayment of loans are collected through monthly salary deduction.

4. Rasio kredit bermasalah - bersih pada tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar 4,25% dan 3,33%. Rasio kredit bermasalah kotor pada tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar 5,7% dan 5,99%.

   The ratio of non-performing loans - net as of December 31, 2019 and 2018 was 4.25% and 3.33%, respectively. The ratio of non-performing loans - gross as of December 31, 2019 and 2018 was 5.7 % and 5.99%, respectively.

14. TAGIHAN DAN LIABILITAS AKSEPTASI / *14. ACCEPTANCE RECEIVABLES AND PAYABLES*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Pihak ketiga					***Third parties***
Rupiah					*Rupiah*
Surat Kredit Berdokumen Dalam Negeri (SKBDN)		47.806		34.428	*Domestic Documentary Letter of Credit*
Sub jumlah		47.806		34.428	*Sub total*
Mata Uang Asing					*Foreign Currencies*
USD	43.419	603		-	*USD*
Euro Eropa		-	38.212	628	*European Euro*
Sub jumlah		603		628	*Sub total*
Jumlah		**48.409**		**35.056**	***Total***

b. Berdasarkan *counterparty* / *b. By counterparty*

	2019	2018	
Bukan bank - pihak ketiga			***Non banks - third parties***
Rupiah	47.806	34.428	*Rupiah*
Mata uang asing	603	628	*Foreign currencies*
Jumlah	**48.409**	**35.056**	***Total***

c. Berdasarkan sisa umur sampai dengan jatuh tempo / *c. Based on remaining period until maturity*

	2019	2018	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Kurang dari 1 bulan	12.396	8.614	*Less than 1 month*
1 sampai dengan 3 bulan	14.111	12.129	*1 to 3 months*
3 sampai dengan 6 bulan	21.299	13.685	*3 to 6 months*
Sub jumlah	47.806	34.428	*Sub total*
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 bulan	205	108	*Less than 1 month*
1 sampai dengan 3 bulan	398	520	*1 to 3 months*
Sub jumlah	603	628	*Sub total*
Jumlah	**48.409**	**35.056**	***Total***

Bank melakukan penilaian atas penurunan nilai tagihan akseptasi secara individual dengan menggunakan bukti objektif penurunan nilai.

The Bank assessess the impairment of acceptance receivables individually by using objective evidences of impairment.

Pada tanggal 31 Desember 2019 dan 2018, tagihan akseptasi diklasifikasikan "Lancar".

As of December 31, 2019 and 2018, acceptance receivables are classified as "Current"

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas tagihan akseptasi sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

As of December 31, 2019 and 2018, management believes that there0 is no impairment losses on acceptance receivables, therefore no allowance for impairment losses is provided.

15. PENYERTAAN SAHAM / *INVESTMENT IN SHARES OF STOCK*

Bank memiliki penyertaan saham yang menggunakan metode biaya perolehan pada perusahaan sebagai berikut:

The Bank has investment in shares of stock in the following companies that are accounted for under cost method:

Nama Perusahaan/ *Company Name*	Jenis Usaha/ Type of Business	Persentase Kepemilikan/ *Percentage of Ownership*	2019	2018
PT Sarana Bersama Pembiayaan Indonesia	Investasi/ *Investment*	1,95%	131	131
PT Aplikanusa Lintasarta	Jasa komunikasi data dan internet/ *Internet and data communication services*	0,27%	6	6
Jumlah/*Total*			**137**	**137**

Bank melakukan penilaian atas penurunan nilai penyertaan saham secara individual dengan menggunakan bukti objektif penurunan nilai.

The Bank assessess the impairment of investment in shares of stock individually by using objective evidences of impairment.

Pada tanggal 31 Desember 2019 dan 2018, seluruh penyertaan saham diklasifikasikan "Lancar".

As of December 31, 2019 and 2018, investment in shares of stock are classified as "Current".

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas penyertaan saham sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

As of December 31, 2019 and 2018, management believes that there is no impairment on investment in shares of stock, therefore no allowance for impairment losses is provided.

16. ASET TETAP / *FIXED ASSETS*

Aset tetap terdiri dari:

Fixed assets consist of:

	1 Januari/ *January 1, 2019*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember/ *December 31, 2019*	
Biaya Perolehan					*Acquisition Cost*
Hak atas tanah	1.902.177	-	-	1.902.177	*Landrights*
Inventaris kantor	195.473	16.044	27.866	183.651	*Office equipment*
Bangunan	118.754	143	4.240	114.657	*Buildings*
Instalasi	5.291	84	1.749	3.626	*Installation*
Jumlah Biaya Perolehan/Nilai Revaluasi	2.221.695	16.271	33.855	2.204.111	***Total acquisition Cost/ Revaluation Value***
Akumulasi Penyusutan:					*Accumulated Depreciation:*
Inventaris kantor	144.823	19.234	19.443	144.613	*Office equipment*
Bangunan	20.648	6.807	-	27.455	*Buildings*
Instalasi	3.084	350	918	2.516	*Installation*
Jumlah akumulasi penyusutan	168.555	26.391	20.361	174.584	***Total accumulated depreciation***
Nilai Buku	**2.053.140**			**2.029.527**	***Book Value***

16. ASET TETAP (lanjutan) / *16. FIXED ASSETS (continued)*

Aset tetap terdiri dari (lanjutan): / *Fixed assets consist of (continued):*

	1 Januari/ *January 1, 2018*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember/ *December 31, 2018*	
Biaya Perolehan/					*Acquisition Cost*
Hak atas tanah	1.902.177	-	-	1.902.177	*Landrights*
Inventaris kantor	200.650	19.500	24.677	195.473	*Office equipment*
Bangunan	118.754	-	-	118.754	*Buildings*
Instalasi	5.339	38	86	5.291	*Installation*
Jumlah Biaya Perolehan/Nilai Revaluasi	2.226.920	19.538	24.763	2.221.695	***Total acquisition Cost/ Revaluation Value***
Akumulasi Penyusutan:					*Accumulated Depreciation:*
Inventaris kantor	144.381	21.825	21.383	144.823	*Office equipment*
Bangunan	13.852	6.796	-	20.648	*Buildings*
Instalasi	2.603	527	46	3.084	*Installation*
Jumlah akumulasi penyusutan	160.836	29.148	21.429	168.555	***Total accumulated depreciation***
Nilai Buku	**2.066.084**			**2.053.140**	***Book Value***

Sejak tanggal 30 Juni 2012, sehubungan dengan kuasi reorganisasi, aset tetap dicatat berdasarkan model revaluasi yang telah direviu oleh manajemen dan didukung oleh laporan penilai independen eksternal KJPP Hendra Gunawan & Rekan berdasarkan laporan No.V/2012/PKG/44E tanggal 7 November 2012. Metode penilaian yang digunakan adalah rekonsiliasi metode pendekatan data pasar dan biaya.

Since June 30, 2012, in connection with quasi reorganization, fixed assets were recorded based on revaluation model which is reviewed by the management and supported by an external independent valuer of KJPP Hendra Gunawan &Rekan based on its report No. V/2012/PKG/44E dated November 7, 2012. The valuation method used are reconciliation between market data and cost approach.

Selisih antara nilai buku sebelum revaluasi aset tetap dengan nilai wajar aset tetap sehubungan dengan kuasi reorganisasi adalah sebagai berikut:

Differences of book value before revaluation of fixed assets and fair value of fixed assets in connection with quasireorganization are as follows:

Aset tetap	**Nilai buku sebelum revaluasi/ *Book value before revaluation***	**Nilai wajar/ *Fair value***	**Surplus revaluasi/ *Surplus revaluation***	***Fixed assets***
Hak atas tanah	102.738	510.537	407.799	*Landrights*
Bangunan	38.158	151.685	113.527	*Buildings*
Inventaris kantor	17.452	95.849	78.397	*Office equipment*
Instalasi	1.987	-	(1.987)	*Installation*
Jumlah	**160.335**	**758.071**	**597.736**	***Total***

16. ASET TETAP (lanjutan)

Aset tetap terdiri dari (lanjutan):

Pada tanggal 1 Januari 2016, hak atas tanah dan bangunan dicatat berdasarkan nilai revaluasi yang telah direviu oleh manajemen dan didukung oleh laporan penilai independen eksternal, KJPP Suwendho Rinaldy & Rekan, berdasarkan laporan No. 151211.001/SRR/LP-A/AG/SW tanggal 11 Desember 2015. Metode penilaian yang digunakan adalah rekonsiliasi metode pendekatan data pasar dan pendapatan, serta rekonsiliasi metode pendekatan biaya dan pendapatan. Penilaian dilakukan berdasarkan Standar Penilaian Indonesia 2013 (SPI 2013) dan Peraturan VIII.C.4 tentang "Pedoman Penilaian dan Penyajian Ringkasan Penilaian Properti di Pasar Modal" yang dimuat dalam Keputusan Ketua Bapepam dan LK No. KEP-478/BL/2209 tanggal 17 Januari 2013.

Berdasarkan Surat No. 175/DSF/XII/2015 tanggal 16 Desember 2015, Bank mengajukan permohonan kepada Direktorat Jenderal Pajak mengenai penilaian kembali (revaluasi) aset tetap untuk tujuan perpajakan yang diajukan pada tahun2015. Berdasarkan Surat Keputusan No. KEP-139/WPJ.07/2016 tanggal 12 Januari 2016, Direktur Jenderal Pajak telah menyetujui permohonan yang diajukan oleh Bank mengenai penilaian kembali aset tetap untuk tujuan perpajakan efektif tanggal1 Januari 2016.

Selisih antara nilai wajar hak atas tanah dan bangunan dengan nilai buku sebelum revaluasi adalah sebagai berikut:

16. FIXED ASSETS (continued)

Fixed assets consist of (continued):

On January 1, 2016, landrights and building were recorded based on revaluation value which have been reviewed by the management and supported by an external independent valuer of KJPP Suwendho Rinaldy & Rekan based on its report No. 151211.001/SRR/LP-A/AG/SW dated December 11, 2015. The valuation method used are reconciliation between market data and income approach, and reconciliation between cost and income approach. The valuation is based on Indonesian Standard Valuation 2013 (SPI 2013) and Regulations VIII.C.4 on "Guidelines for Valuation and Presentation Summary of Property in Capital Market"as included in the Appendix of the Decision Decree of the Chairman of Bapepam and LK No. KEP-478/BL/2209 dated January 17, 2013.

Based on Letter No. 175/DSF/XII/2015 dated December 16, 2015, the Bank submitted application to the Directorate General of Taxes on revaluation of fixed assets for tax purposes which was filed in 2015. Based on Decision Letter No. KEP-139/WPJ.07/2016 dated January 12, 2016, the Director General of Taxation has approved the application submitted by the Bank regarding the revaluation for tax purposes effective January 1, 2016.

Differences between fair value of landrights and buildings before revaluation are as follows:

Aset tetap	Nilai buku sebelum revaluasi/ *Book value before revaluation*	Nilai wajar/ *Fair value*	Surplus revaluasi/ *Surplus revaluation*	*Fixed assets*
Hak atas tanah	558.124	1.901.435	1.343.311	*Landrights*
Bangunan	88.149	104.994	16.845	*Buildings*
Jumlah	**646.273**	**2.006.429**	**1.360.156**	***Total***

Kenaikan nilai tercatat yang timbul dari revaluasi dicatat sebagai "Surplus Revaluasi Aset Tetap", dan disajikan dalam penghasilan komprehensif lain sebesar Rp 1.303.818 (setelah dikurangi pajak final sebesar Rp 56.338).

The increase in the carrying amount arising from the revaluation are recorded as "Surplus Revaluation of Fixed Assets", and are presented in other comprehensive income of Rp 1,303,818 (after deducting the final tax of Rp 56,338).

Nilai wajar hak atas tanah dan bangunan berdasarkan hirarki nilai wajar adalah sebagai berikut:

The fair values of landrights and buildings based on fair value hierarchy are as follows:

	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	Jumlah/ Total	
Pengukuran Nilai Wajar Reguler					*Regular Fair Value Measurement*
Hak atas tanah	-	1.901.435	-	1.901.435	*Landrights*
Bangunan	-	104.994	-	104.994	*Buildings*
Jumlah	**-**	**2.006.429**	**-**	**2.006.429**	***Total***

16. ASET TETAP (lanjutan)

Aset tetap terdiri dari (lanjutan):

Nilai wajar tingkat 2 dari hak atas tanah dan bangunan dihitung dengan menggunakan pendekatan perbandingan harga pasar, estimasi biaya reproduksi baru atau biaya pengganti baru, dan estimasi pendapatan dan biaya yang dihasilkan oleh aset. Harga pasar dari hak atas tanah dan bangunan yang paling mendekati disesuaikan dengan perbedaan atribut utama seperti ukuran aset, lokasi dan penggunaan aset. Input yang paling signifikan dalam pendekatan penilaian ini adalah asumsi harga per meter.

Jika hak atas tanah dan bangunan dicatat sebesar biaya perolehan, nilai buku hak atas tanah dan bangunan pada tanggal 31 Desember 2019 adalah sebagai berikut:

16. FIXED ASSETS (continued)

Fixed assets consist of (continued):

The fair value level 2 of the landrights and buildings are calculated using the market price comparison approach, the estimated cost of the new reproduction or new replacement cost, and estimated income and cost generated by the asset. The market price of the landrights and buildings that most closely adjusted for differences in the primary attributes such as asset size, location and use of assets. The most significant input in this valuation approach is the assumption of the price per meter.

If the landrights and buildings are recorded at cost,book value of landrights and buildings as of December 31, 2019 are as follows:

	2019	
Hak atas tanah	558.124	*Landrights*
Bangunan	88.149	*Buildings*
Jumlah	**646.273**	***Total***

Penyusutan yang dibebankan pada beban umum dan administrasi adalah sebesar Rp26.391 Rp29.148 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 (Catatan 33).

Depreciation charged to general and administrative expenses amounted Rp26,391 to Rp29,148 for the years ended December 31, 2019 and 2018, respectively (Note 33)

Bank memiliki beberapa bidang tanah dengan hak legal berupa Hak Guna Bangunan yang berjangka waktu antara 20 sampai dengan 30 tahun yang akan jatuh tempo sampai dengan 2046. Manajemen berkeyakinan bahwa tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

The Bank owns parcels of land with legal right of Builidings Usage Rights with the term between 20 up to 30 years which due up to 2046. Management believes that there will be no difficulty in the extension of landrights since all of the landrights were acquired legally and supported by appropriate ownership evidence.

Rincian laba penjualan aset tetap adalah sebagai berikut:

The details of gain on sale of fixed assets are as follows:

	2019	2018	
Hasil penjualan aset tetap	14.059	3.641	*Proceed from sale of fixed assets*
Nilai buku	(13.494)	(3.334)	*Book value*
Laba penjualan aset tetap (Catatan 35)	565	307	***Gain on sale of fixed assets (Note 35)***

Beberapa aset tetap Bank berupa hak atas tanah dan bangunan dijaminkan sehubungan dengan pinjaman subordinasi (Catatan 25) serta aset tertentu berupa tanah yang berlokasi di Jalan Jenderal Sudirman Kav. 52-53, Jakarta Selatan, dijaminkan untuk fasilitas kredit yang diterima pihak berelasi dari Kinleigh Financial Services Ltd, Singapura (Catatan 37).

Several Bank's fixed assets consist of landrights and buildings were collateralized for the subordinated loan (Note 25) and also certain Bank's asset of landrights which is located in Jalan Jenderal Sudirman Kav. 52-53, South Jakarta, is collateralized for the Bank's affiliated company to Kinleigh Financial Services Ltd, Singapore (Note 37).

16. ASET TETAP (lanjutan)

Aset tetap terdiri dari (lanjutan):

Pada tanggal 1 Desember 1993, Bank menandatangani Perjanjian Kerja Sama Pendirian Gedung dengan PT Buanagraha Arthaprima, pihak berelasi, No. 098/XII/BOT/93 yang telah diubah dengan Addendum I tanggal 18 Januari 1994, untuk mengadakan kerjasama pembangunan gedung di atas tanah milik Bank di Jalan Jenderal Sudirman Kav. 52-53, Jakarta Selatan. Metode perjanjian tersebut adalah BOT (*Build, Operateand Transfer*/Bangun, Kelola dan Serah) selama 40 tahun. Setelah masa tersebut berlalu maka gedung dan pengelolaannya akan dikembalikan kepada Bank (Catatan 37).

Pada tanggal 31 Desember 2019 dan 2018, aset tetap, kecuali hak atas tanah, diasuransikan terhadap risiko kebakaran, pencurian dan risiko lainnya kepada PT Artha Graha General Insurance (pihak ketiga) dengan nilai pertanggungan seluruhnya masing-masing sebesar Rp308.912 dan Rp641.214. Manajemen berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas risiko tersebut.

Jumlah biaya perolehan atas aset tetap yang telah disusutkan penuh namun masih digunakan pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp1.992 dan Rp502.

Pada tanggal 31 Desember 2019 dan 2018, tidak ada aset tetap yang dipakai sementara atau dihentikan dari penggunaan aktif dan tidak diklasifikasikan sebagai tersedia untuk dijual.

Pada tanggal-tanggal 31 Desember 2019 dan 2018, tidak terdapat komitmen kontraktual dalam perolehan aset tetap.

Pada tanggal 31 Desember 2019 dan 2018., Bank melakukan peninjauan kembali atas umur manfaat, metode penyusutan dan nilai residu aset tetap dan menyimpulkan bahwa tidak terdapat perubahan atas metode dan asumsi tersebut.

Berdasarkan penelaahan manajemen, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2019 dan 2018.

16. FIXED ASSETS (continued)

Fixed assets consist of (continued):

On December 1, 1993, the Bank entered into a Cooperation Agreement of Office Tower Establishment with PT Buanagraha Arthaprima, affiliate, No. 098/XII/BOT/93, which is amended by Addendum I dated January 18,1994, to jointly build the office tower in the Bank's landrights at Jalan Jenderal Sudirman Kav. 52-53, South Jakarta. The method of this agreement is BOT (Build, Operate and Transfer) for 40 years. At the end of the contract, the building and operation will be returned to the Bank (Note 37).

As of December 31, 2019 and 2018, fixed assets, except landrights, have already insured to cover any possible losses caused by fire, theft and other risksto PT Artha Graha General Insurance (third party) with a total sum insured amounting to Rp308,912 and Rp641,214, respectively. Management believes that the sum insured is adequate to cover possible losses on such risks.

Total acquisition cost of fixed assets that have been fully depreciated but are still in use as of December 31, 2019 and 2018 amounted to Rp1.992 and Rp502, respectively.

As of December 31, 2019 and 2018, there are no fixed assets used temporarily or retired from active use and not classified as available-for-sale.

As of December 31, 2019 and 2018, there are no contractual commitment in acquisition of fixed assets.

As of December 31, 2019 and 2018, the Bank undertakes a review of its useful life, depreciation method and residual values of fixed assets and concluded that there was no change in the methods and assumptions.

Based on management's assessment, there are no events or changes in circumstances indicate an impairment of fixed assets as of December 31, 2019 and 2018.

17. ASET TAKBERWUJUD / *17. INTANGIBLE ASSET*

Rincian aset takberwujud adalah sebagai berikut: / *The details of intangible asset is as follows:*

	1 Januari 2019/ *January 1, 2019*	Penambahan/ *Additions*	*Pengurangan/ Deductions*	*31 Desember 2019/ December 31, 2019*	
Biaya Perolehan:					*Acquisition Cost:*
Perangkat lunak	73.211	-	-	73.211	*Software*
Jumlah biaya perolehan	73.211	-	-	73.211	*Total acquisition Cost*
Amortisasi:					*Amortization:*
Perangkat lunak	21.894	7.321	-	29.215	*Software*
Nilai Buku	**51.317**	**7.321**	**-**	**43.996**	***Book Value***

Amortisasi yang dibebankan pada beban umum dan administrasi adalah sebesar Rp7.321 untuk tahun yang berakhir pada tanggal 31 Desember 2019 (Catatan 33).

Amortization charged to general and administrative expenses amounted to Rp7,321 for the year ended December 31, 2019 (Note 33).

Berdasarkan penelaahan manajemen, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset takberwujud pada tanggal 31 Desember 2019.

Based on management's assessment, there are no events or changes in circumstances indicate an impairment of intangible asset as of December 31, 2019.

	1 Januari 2018/ *January 1, 2018*	Penambahan/ *Additions*	*Pengurangan/ Deductions*	*31 Desember 2018/ December 31, 2018*	
Biaya Perolehan:					*Acquisition Cost:*
Perangkat lunak	73.211	-	-	73.211	*Software*
Jumlah biaya perolehan	73.211			73.211	*Total acquisition Cost*
Amortisasi:					*Amortization:*
Perangkat lunak	14.573	7.321	-	21.894	*Software*
Nilai Buku	**58.638**			**51.317**	***Book Value***

Amortisasi yang dibebankan pada beban umum dan administrasi adalah sebesar Rp7.321 untuk tahun yang berakhir pada tanggal 31 Desember 2018 (Catatan 33).

Amortization charged to general and administrative expenses amounted to Rp7,321 for the year ended December 31, 2018 (Note 33).

Berdasarkan penelaahan manajemen, tidak terdapat kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset takberwujud pada tanggal 31 Desember 2018.

Based on management's assessment, there are no events or changes in circumstances indicate an impairment of intangible asset as of December 31, 2018.

18. AGUNAN YANG DIAMBIL ALIH DAN ASET LAIN-LAIN / *18. FORECLOSED ASSETS AND OTHER ASSETS*

Agunan Yang Diambil Alih / ***Foreclosed Assets***

Rincian agunan yang diambil alih adalah sebagai berikut: / *The details of foreclosed assets are as follows:*

	2019	2018	
Saldo awal tahun	1.595.805	1.416.801	*Balance at beginning of year*
Penambahan	1.015.212	502.743	*Additions*
Pengurangan	(479.355)	(285.875)	*Less*
Hapus buku	-	(37.864)	*Written-off*
Saldo akhir tahun	2.131.662	1.595.805	*Balance at end of year*
Cadangan kerugian penurunan nilai	(80.543)	(44.543)	*Allowance for impairment losses*
Jumlah – Bersih	**2.051.119**	**1.551.262**	***Total – Net***

Perubahan cadangan kerugian penurunan nilai atas agunan yang diambil alih adalah sebagai berikut: / *The changes of impairment losses on foreclosed assets are as follows:*

	2019	2018	
Saldo awal tahun	44.543	26.262	*Balance at beginning of year*
Penyisihan tahun berjalan (Catatan 34)	36.000	26.123	*Provision during the year (Note 34)*
Hapus buku tahun berjalan	-	(7.842)	*Written-off during the year*
Saldo akhir tahun	**80.543**	**44.543**	***Balance at end of year***

Bank melakukan penilaian atas penurunan nilai agunan yang diambil alih secara individual dengan menggunakan bukti objektif penurunan nilai. / *The Bank assessess the impairment of foreclosed assets individually by using objective evidences of impairment.*

Manajemen berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai untuk agunan yang diambil alih pada tanggal 31 Desember 2019 dan 2018 adalah cukup untuk menutupi kerugian yang mungkin terjadi. / *Management believes that allowance for impairment losses of foreclosed assets as of December 31, 2019 and 2018 is adequate to cover possible losses*

Rincian penjualan agunan yang diambil alih adalah sebagai berikut: / *The details of sale on foreclosed assets are as follows*

	2019	2018	
Hasil penyelesaian agunan yang diambil alih	479.355	285.875	*The results of the completion of foreclosed assets*
Nilai buku	(479.355)	(285.875)	*Book value*
Laba (rugi) penjualan agunan yang diambil alih (Catatan 35)	**-**	**-**	***Gain (loss) on sale of foreclosed assets (Note 35)***

Aset Lain-Lain / ***Other Assets***

	2019	2018	
Tagihan asuransi	101.140	1.677	*Insurance charges*
Tagihan administrasi kredit	21.157	17.564	*Loan administration charges*
Uang muka perolehan inventaris kantor	11.693	24.720	*Advances for acquisition of office equipment*
Setoran jaminan	8.252	8.152	*Guarantee deposits*
Persediaan barang cetakan dan alat tulis kantor	6.154	5.624	*Printing items and stationery*
Subsidi bunga kredit	4.379	12.637	*Credit interest subsidy*
Tagihan terkait dengan transaksi ATM	2.436	4.117	*Charges related to ATM Transactions*
Uang muka renovasi dan perbaikan	1.007	3.203	*Advances for renovations and repairs*
Uang muka sewa gedung kantor	560	1.091	*Advances for office rent*
Uang muka pendirian cabang	705	697	*Advances for branch establishment*
Lain-lain	12.681	9.626	*Others*
Jumlah	**170.164**	**89.108**	***Total***

18. AGUNAN YANG DIAMBIL ALIH DAN ASET LAIN-LAIN (lanjutan)

Uang muka pendirian cabang merupakan uang muka yang telah dibayar oleh Bank untuk pendirian kantor cabang dan akan diselesaikan ketika cabang tersebut siap untuk melakukan kegiatan operasinya.

Bank melakukan penilaian atas penurunan nilai aset lain-lain secara individual dengan menggunakan bukti objektif penurunan nilai.

Pada tanggal 31 Desember 2019 dan 2018, manajemen berkeyakinan bahwa tidak terdapat penurunan nilai atas aset lain-lain sehingga tidak diperlukan pembentukan cadangan kerugian penurunan nilai.

18. FORECLOSED ASSETS AND OTHER ASSETS (continued)

Advances for branch establishment represents advances that had been paid by the Bank for the establishment branch and will be settled when the branch ready to start operations.

The Bank assessess the impairment of other assets individually by using objective evidences of impairment.

As of December 31, 2019 and 2018, management believes that there is no impairment on other assets, therefore no allowance for impairment losses is provided.

19. LIABILITAS SEGERA

Rincian liabilitas segera adalah sebagai berikut:

19. OBLIGATIONS DUE IMMEDIATELY

The details of obligation due immediately are as follows:

	2019	2018	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Titipan setoran	4.399	4.059	*Repayment deposits*
Liabilitas kepada notaris dan penilai Independen	7.171	6.848	*Liability to the notary and independent valuers*
Liabilitas sehubungan dengan ATM	2.147	38.941	*Liability related to ATM*
Liabilitas kepada perusahaan asuransi	1.285	5.044	*Liability to insurance Companies*
Titipan pengiriman uang dan setoran kliring	2.429	67	*Safekeeping remittance and deposits clearing*
Klaim yang belum diselesaikan	58.847	-	*Unfinished claim*
Lain-lain	1.001	17.111	*Others*
Sub jumlah	77.279	72.070	*Sub total*
Mata Uang Asing			*Foreign Currency*
Titipan setoran	-	1	*Repayment deposits*
Lain-lain	43	776	*Others*
Sub jumlah	43	777	*Sub total*
Jumlah	**77.322**	**72.847**	***Total***

Liabilitas sehubungan dengan ATM merupakan liabilitas sehubungan dengan pemakaian ATM jaringan ALTO dan Prima.

Titipan setoran merupakan titipan setoran nasabah yang belum diselesaikan.

Liability related to ATM represents liability related to the use of ALTO and Prima ATM networks.

Repayment deposits represent deposits of customers that have not been resolved.

20. SIMPANAN NASABAH / *CUSTOMER DEPOSITS*

Rincian simpanan nasabah adalah sebagai berikut: / *The details of customer deposits are as follows:*

	2019	2018	
Pihak berelasi (Catatan 37)			***Related parties (Note 37)***
Giro	60.942	26.330	*Demand deposits*
Tabungan	30.935	12.857	*Savings deposits*
Deposito berjangka	440.314	9.580	*Time deposits*
Jumlah pihak berelasi	532.191	48.767	*Total related parties*
Pihak ketiga			***Third parties***
Giro	4.434.912	4.061.470	*Demand deposits*
Tabungan	1.563.050	1.569.135	*Savings deposits*
Deposito berjangka	13.719.639	14.775.681	*Time deposits*
Jumlah pihak ketiga	19.717.601	20.406.286	*Total third parties*
Jumlah	**20.249.792**	**20.455.053**	***Total***

a. Giro / *a. Demand Deposits*

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Pihak berelasi (Catatan 37)					***Related parties (Note 37)***
Rupiah		20.537		25.920	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	2.910.478	40.405	28.434	409	*United States Dollar*
Dolar Singapura		-	107	1	*Singapore Dollar*
Sub jumlah		60.942		26.330	*Sub total*
Pihak ketiga					***Third parties***
Rupiah		4.087.249		3.682.639	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	22.016.644	305.646	25.426.815	365.229	*United States Dollar*
Euro Eropa	963	15	984	16	*European Euro*
Dolar Australia	212	2	6.002	61	*Australian Dollar*
Yen Jepang	6.563.436	839	12.798.070	1.672	*Japanese Yen*
Dolar Singapura	3.990.388	41.161	1.123.101	11.853	*Singapore Dollar*
Sub jumlah		4.434.912		4.061.470	*Sub total*
Jumlah		**4.495.854**		**4.087.800**	***Total***

Pada tanggal-tanggal 31 Desember 2019 dan 2018, tidak terdapat giro yang dijadikan jaminan tunai atas kredit yang diberikan.

As of December 31, 2019 and 2018, there are no demand deposits used as cash collateral for loans granted.

20. SIMPANAN NASABAH (lanjutan)

20. CUSTOMER DEPOSITS (continued)

b. Tabungan

b. Savings Deposits

(i) Berdasarkan mata uang dan pihak

(i) By currency and party

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Pihak berelasi (Catatan 37)					***Related parties (Note 37)***
Rupiah		30.935		12.857	*Rupiah*
Pihak ketiga					***Third parties***
Rupiah		1.563.050		1.569.135	*Rupiah*
Jumlah		**1.593.985**		**1.581.992**	***Total***

(ii) Berdasarkan jenis

(ii) By type

	2019	2018	
Tabungan Artha	803.264	806.192	*Tabungan Artha*
Tabungan Wira	370.077	422.293	*Tabungan Wira*
Tabungan Artha Setoran Bulanan	176.097	168.018	*Tabungan Artha Setoran Bulanan*
Tabungan Artha Payroll	106.739	88.715	*Tabungan Artha Payroll*
Tabungan Artha Hold Dana	60.285	8.216	*Tabungan Artha Hold Dana*
Tabungan Artha Karyawan	23.764	22.743	*Tabungan Artha Karyawan*
Tabungan Prega QQ	13.164	14.851	*Tabungan Prega QQ*
Tabunganku	12.607	15.993	*Tabunganku*
Tabungan Prega Prestasi	11.113	10.997	*Tabungan Prega Prestasi*
Tabungan Pintar	8.256	4.217	*Tabungan Pintar*
Tabungan Artha KUR	3.007	13.867	*Tabungan Artha KUR*
Tabungan Prega Edusave	2.387	2.488	*Tabungan Prega Edusave*
Tabungan Prega Gemilang	1.553	1.679	*Tabungan Prega Gemilang*
Tabungan Artha Care	1.255	1.235	*Tabungan Artha Care*
Tabungan Prestasi gemilang	268	222	*Tabungan Prestasi gemilang*
Tabungan Simpanan Pelajar	103	146	*Tabungan Simpanan Pelajar*
Tabungan Basic Saving Account	36	68	*Tabungan Basic Saving Account*
Tabungan Artha Telesindo	10	52	*Tabungan Artha Telesindo*
Jumlah	**1.593.985**	**1.581.992**	***Total***

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat tabungan yang dijadikan jaminan tunai atas kredit yang diberikan.

As of December 31, 2019 and 2018, there are no savings deposits used as cash collateral for loans granted.

20. SIMPANAN NASABAH (lanjutan) / *20. CUSTOMER DEPOSITS (continued)*

c. Deposito Berjangka / *c. Time Deposits*

(i) Berdasarkan mata uang dan pihak / *(i) By currency and party*

	2019		2018		
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Pihak berelasi (Catatan 37)					***Related parties (Note 37)***
Rupiah		308.307		9.398	*Rupiah*
Mata uang asing					*Foreign currency*
DolarAmerika Serikat	22.208.302	132.007	12.631	182	*United States Dollar*
Sub jumlah		440.314		9.580	*Sub total*
Pihak ketiga					***Related parties***
Rupiah		12.311.789		12.954.381	*Rupiah*
Mata uang asing					*Foreign currencies*
Dolar Amerika Serikat	87.970.380	1.221.249	112.920.772	1.623.777	*United States Dollar*
Dolar Singapura	18.090.226	186.601	18.713.822	197.523	*Singapore Dollar*
Sub jumlah		13.719.639		14.775.681	*Sub total*
Jumlah		**14.159.953**		**14.785.261**	***Total***

(ii) Berdasarkan periode deposito berjangka / *(ii) By time deposits period*

	2019	2018	
Rupiah			*Rupiah*
1 bulan	6.701.155	325.747	*1 month*
3 bulan	3.095.138	1.931.329	*3 months*
6 bulan	2.440.130	1.560.012	*6 months*
12 bulan	383.673	9.146.848	*12 months*
Sub jumlah	12.620.096	12.963.936	*Sub total*
Mata Uang Asing			*Foreign Currencies*
1 bulan	788.544	-	*1 month*
3 bulan	432.300	233.154	*3 months*
6 bulan	125.370	77.735	*6 months*
12 bulan	193.643	1.510.436	*12 months*
Sub jumlah	1.539.857	1.821.325	*Sub total*
Jumlah	**14.159.953**	**14.785.261**	***Total***

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo / *(iii) By currency and party*

	2019	2018	
Rupiah			*Rupiah*
Kurang dari 1 bulan	8.918.603	8.320.603	*Less than 1 month*
1 sampai dengan 3 bulan	2.055.550	2.667.468	*1 up to 3 months*
3 sampai dengan 6 bulan	1.417.462	1.661.603	*3 up to 6 months*
6 sampai dengan 12 bulan	228.481	314.262	*6 up to 12 months*
Jumlah Rupiah	12.620.096	12.963.936	*Total Rupiah*

20. SIMPANAN NASABAH (lanjutan) / *20. CUSTOMER DEPOSITS (conitnued)*

c. Deposito Berjangka (lanjutan) / *c. Time Deposits (continued)*

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo (lanjutan) / *(iii) By currency and party (continued)*

	2019	2018	
Mata Uang Asing			*Foreign Currencies*
Kurang dari 1 bulan	973.859	1.266.320	*Less than 1 month*
1 sampai dengan 3 bulan	301.482	267.848	*1 up to 3 months*
3 sampai dengan 6 bulan	154.566	94.950	*3 up to 6 months*
6 sampai dengan 12 bulan	109.950	192.207	*6 up to 12 months*
Jumlah Mata Uang Asing	1.539.857	1.821.325	*Total Foreign Currency*
Jumlah	**14.159.953**	**14.785.261**	***Total***

Pada tanggal-tanggal 31 Desember 2019 dan 2018, deposito berjangka yang dijadikan sebagai jaminan tunai atas kredit yang diberikan adalah sebagai berikut:

As of December 31, 2019 and 2018, time deposits used as cash collateral for loan granted are as follows:

	2019	2018	
Pihak berelasi (Catatan 37)	45.784	-	*Related parties (Note 37)*
Pihak ketiga	494.549	348.896	*Third parties*
Jumlah (Catatan 13*l*)	**540.333**	**348.896**	***Total (Note 13l)***

Tingkat suku bunga rata-rata per tahun adalah sebagai berikut:

The average interest rates per annum are as follows:

	2019	2018	
Rupiah			*Rupiah*
Giro	0,07%	1,02%	*Demand deposits*
Tabungan	0,99%	3,57%	*Savings deposits*
Deposito berjangka	6,41%	7,10%	*Time deposits*
Mata Uang Asing			*Foreign Currencies*
Giro	0,12%	0,26%	*Demand deposits*
Deposito berjangka	1,25%	2,41%	*Time deposits*

21. SIMPANAN DARI BANK LAIN / *21. DEPOSITS FROM OTHER BANKS*

Rincian simpanan dari bank lain adalah sebagai berikut:

The details of deposits from other banks are as follows:

	2019	2018	
Rupiah			*Rupiah*
Giro	9.409	14.262	*Demand deposits*
Deposito berjangka	-	2.800	*Time deposits*
Deposito on call	-	280.000	*On call deposits*
Jumlah	**9.409**	**297.062**	***Total***

a. Deposito *On Call* / *a. On Call Deposits*

(i) Berdasarkan mata uang dan pihak / *(i) By currency and party*

	2019	2018	
Rupiah			*Rupiah*
Pihak ketiga	-	280.000	*Third parties*

21. SIMPANAN DARI BANK LAIN (lanjutan)

a. Deposito *On Call (lanjutan)*

(ii) Berdasarkan jangka waktu

	2019	2018	
Rupiah			*Rupiah*
1 bulan	-	280.000	*1 month*

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo

	2019	2018	
Rupiah			*Rupiah*
Kurang dari 1 bulan	-	280.000	*Less than 1 month*

b. Giro

(i) Berdasarkan mata uang dan pihak

	2019	2018	
Rupiah			*Rupiah*
Pihak ketiga	9.409	14.262	*Third parties*

c. Deposito Berjangka

(i) Berdasarkan mata uang dan pihak

	2019	2018	
Rupiah			*Rupiah*
Pihak ketiga	-	2.800	*Third parties*

(ii) Berdasarkan jangka waktu

	2019	2018	
Rupiah			*Rupiah*
1 bulan	-	2.800	*1 month*

(iii) Berdasarkan sisa umur sampai dengan jatuh tempo

	2019	2018	
Rupiah			*Rupiah*
Kurang dari 1 bulan	-	2.800	*Less than 1 month*

d. Tingkat suku bunga rata-rata per tahun adalah sebagai berikut:

	2019	2018	
Rupiah			*Rupiah*
Giro	0,71%	1,02%	*Demand deposits*
Deposito berjangka	7,23%	7,10%	*Time deposits*

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat simpanan dari bank lain yang dijadikan jaminan.

21. *DEPOSITS FROM OTHER BANKS (continued)*

a. On Call Deposits (continued)

(ii) By maturity

	2019	2018	
Rupiah			*Rupiah*
1 bulan	-	280.000	*1 month*

(iii) Based on remaining period until maturity

	2019	2018	
Rupiah			*Rupiah*
Kurang dari 1 bulan	-	280.000	*Less than 1 month*

b. Demand Deposits

(i) By currency and party

	2019	2018	
Rupiah			*Rupiah*
Pihak ketiga	9.409	14.262	*Third parties*

c. Time Deposits

(i) By currency and party

	2019	2018	
Rupiah			*Rupiah*
Pihak ketiga	-	2.800	*Third parties*

(ii) By maturity

	2019	2018	
Rupiah			*Rupiah*
1 bulan	-	2.800	*1 month*

(iii) Based on remaining period until maturity

	2019	2018	
Rupiah			*Rupiah*
Kurang dari 1 bulan	-	2.800	*Less than 1 month*

d. The average interest rates per annum are as follows:

	2019	2018	
Rupiah			*Rupiah*
Giro	0,71%	1,02%	*Demand deposits*
Deposito berjangka	7,23%	7,10%	*Time deposits*

As of December 31, 2019 and 2018, there are no deposits from other banks used as collateral.

22. PERPAJAKAN / *TAXATION*

a. Pajak Dibayar di Muka / *Prepaid Taxes*

Akun ini terdiri dari: / *This account consists of:*

	2019	2018	
Taksiran tagihan restitusi pajak penghasilan			*Estimated claims for income tax refund*
- 2017	12.812	12.812	- *2017*
- 2018	11.994	11.994	- *2018*
- 2019	12.380	-	- *2019*
Jumlah	**37.186**	**24.806**	***Total***

Berdasarkan Surat No. 175/DSF/XII/2015 tanggal 16 Desember 2015, Bank mengajukan permohonan kepada Direktorat Jenderal Pajak mengenai penilaian kembali aset tetap untuk tujuan perpajakan yang diajukan pada tahun 2015.

Based on LetterNo. 175/DSF/XII/2015 dated December 16, 2015, the Bank hassubmitted an application to the Directorate General of Tax regardingrevaluation of fixed assets for tax purposes in2015.

Berdasarkan Peraturan Menteri Keuangan No. 191/PMK.010/2015 tanggal 15 Oktober 2015, permohonan yang diajukan sampai dengan tanggal 31 Desember 2015, akan mendapatkan perlakuan khusus berupa pajak penghasilan yang bersifat final sebesar 3%. Sehubungan dengan hal tersebut, Bank melakukan estimasi atas nilai wajar aset tetap berupa hak atas tanah dan bangunan, dan kemudian atas kenaikan nilai wajar dibandingkan dengan nilai buku aset tetap yang ada, dilakukan pembayaran pajak sebesar Rp 56.338 pada tanggal 16 Desember 2015, meskipun persetujuan Direktur Jenderal Pajak masih dalam proses. Pembayaran pajak tersebut dicatat pada akun "Pajak Dibayar di Muka".

Based on the Regulation of Ministry of Finance No. 191/PMK.010/2015 dated October 15, 2015, the applications that are submitted up to December 31, 2015 will receive special treatment in the form of final tax rate of 3%. Accordingly, the Bank estimates its fair value of fixed assets such as landrights and buildings, and for the increase of fair value over the book value, the Bank has made tax payment amounting to Rp 56,338 on December 16, 2015,eventhough the approval from the Director General of Tax is still in process. The tax payment is recorded in "Prepaid Tax" account.

Berdasarkan Surat Keputusan No.KEP-139/WPJ.07/2016 tanggal 12 Januari 2016, Direktur Jenderal Pajak telah menyetujui permohonan yang diajukan oleh Bank mengenai penilaian kembali aset tetap untuk tujuan perpajakan efektif tanggal 1 Januari 2016.

Based on the Decision Letter No.KEP-139/WPJ.07/2016 dated January 12, 2016, the Director General of Tax has approved the application submitted by the Bank regarding revaluation of fixed assets for tax purposes effective on January 1, 2016.

b. Utang Pajak / *Taxes Payable*

	2019	2018	
Pajak Penghasilan			*Income Tax*
Pasal 4 (2)	6.881	7.114	*Article 4 (2)*
Pasal 21	2.623	3.269	*Article 21*
Pasal 23	681	523	*Article 23*
Pasal 26	21	-	*Article 26*
Sub jumlah	10.206	10.906	*Sub total*
Pajak Pertambahan Nilai	324	299	*Value Added Tax*
Jumlah	**10.530**	**11.205**	***Total***

c. Pajak Penghasilan / *Income Tax*

Berdasarkan Undang-Undang No. 36 Tahun 2008 tentang "Pajak Penghasilan", tarif pajak penghasilan badan adalah tarif tunggal sebesar 25%.

Based on Law No. 36 Year 2008 regarding "Income Tax", the corporate income tax rate is a single rate of 25%.

22. PERPAJAKAN (lanjutan)

c. Pajak Penghasilan (lanjutan)

Pada tanggal 28 Desember 2007, Presiden Republik Indonesia menetapkan Peraturan Pemerintah ("PP") No. 81/2007 tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka".

Peraturan Pemerintah ini telah mengalami beberapa kali pergantian, terakhir dengan PP No. 56/2015 tanggal 3 Agustus 2015.

PP No. 56/2015 ini mengatur perseroan terbuka dalam negeri di Indonesia dapat memperoleh penurunan tarif pajak penghasilan sebesar 5% lebih rendah dari tarif tertinggi pajak penghasilan sebagaimana diatur dalam Pasal 17 ayat 1 (b) Undang-Undang Pajak Penghasilan, dengan memenuhi kriteria yang ditentukan, yaitu perseroan yang saham atau efek bersifat ekuitas lainnya tercatat di Bursa Efek Indonesia, yang jumlah kepemilikan saham publiknya 40% atau lebih dari keseluruhan saham yang disetor dan saham tersebut dimiliki paling sedikit oleh 300 pihak, masing-masing pihak hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham yang disetor. Ketentuan sebagaimana dimaksud harus dipenuhi oleh perseroan terbuka dalam waktu paling singkat 183 (seratus delapan puluh tiga) hari dalam jangka waktu satu tahun pajak.

Selain itu, wajib pajak harus melampirkan surat keterangan dari Biro Administrasi Efek pada Surat Pemberitahuan Tahunan Pajak Penghasilan Badan dengan melampirkan Formulir X.H.1-2 sebagaimana diatur dalam Peraturan Bapepam dan LK No. X.H.1 untuk setiap tahun pajak terkait.

Berdasarkan Laporan Bulanan Kepemilikan Saham dari Biro Administrasi Efek untuk tahun yang berakhir pada tanggal 31 Desember 2018, Bank memenuhi kriteria penurunan tarif pajak penghasilan badan untuk tahun yang bersangkutan.

Bank menggunakan tarif masing-masing sebesar 20% dalam menghitung beban pajak penghasilan badan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018.

Manfaat (beban) pajak penghasilan terdiri dari:

22. TAXATION (continued)

c. Income Tax (continued)

On December 28, 2007, the President of the Republic of Indonesia stipulated the Government Regulation ("Gov. Reg.") No. 81/2007 regarding "Reduction of the Rate of Income Tax on Resident Corporate Taxpayers in the Form of Publicly-listed Companies".

This Government Regulation has been superseded several times, the latest by Gov. Reg. No. 56/2015 dated August 3, 2015.

This Gov. Reg. No. 56/2015 provides that publicly-listed resident companies in Indonesia can obtain the reduced income tax rate, i.e., 5% lower than the highest income tax rate under Article 17 paragraph 1 (b) of the Income Tax Law, to meet the prescribed criteria, i.e., companies whose shares or other equity instruments are listed in the Indonesia Stock Exchange, whose shares owned by the public is 40% or more of the total paid and issued shares and such shares are owned by at least 300 parties, each party owning less than 5% of the total paid-up shares. These requirements should be fulfilled by the publicly-listed companies for a period of at least 183 (one hundred and eighty three) days in one fiscal year.

In addition, the taxpayer should attach the declaration letter from the Shares Registration Bureau on its Annual Corporate Income Tax Return with the Form X.H.1-2 as provided in Bapepam and LK Regulation No. X.H.1 for each fiscal year.

Based on the Monthly Report of Share Ownership from the Shares Registration Bureau for the year ended December 31, 2018, the Bank fulfilled the criteria for corporate income tax rate reduction for the related year.

The Bank applied tax rate of 20% in computing its corporate income tax expense for theyears ended December 31, 2019 and 2018, respectively.

Income tax benefit (expense) consists of:

	2019	2018	
Pajak kini			*Current tax*
Tahun berjalan	-	(21.387)	*Current year*
Pajak tangguhan			*Deferred tax*
Tahun berjalan	17.994	672	*Current year*
Beban pajak penghasilan – bersih	**17.994**	**(20.715)**	***Income tax expense – net***

22. PERPAJAKAN (lanjutan) / *22. TAXATION (continued)*

c. Pajak Penghasilan (lanjutan) / *c. Income Tax (continued)*

Pajak kini / *Current tax*

Rekonsiliasi antara laba sebelum manfaat (beban) pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain dengan laba kena pajak Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

The reconciliation between income before income tax benefit (expense) as shown in the statement of profit or loss and other comprehensive income with the Bank's taxable income for the years ended December 31, 2019 and 2018 are as follows:

	2019	2018	
Laba sebelum manfaat (beban) pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain	(76.339)	74.336	*Income before income tax benefit (expense) per statement of profit or loss and other comprehensive income*
Beda temporer:			*Temporary differences:*
Penyisihan imbalan pasca kerja karyawan	(27.710)	14.252	*Provision for post-employment benefits*
Penyusutan aset tetap	49	89	*Depreciation of fixed assets*
Amortisasi Asset tak berwujud	(10.982)	(10.982)	*Amortization of intangible asset*
Beda tetap:			*Permanent differences:*
Sumbangan	5.096	17.823	*Donation*
Pemulihan kerugian penurunan nilai aset keuangan dan non-keuangan	(30.205)	(1.900)	*Reversal of impairment losses on financial and non-financial assets*
Lain-lain	11.480	13.317	*Others*
Laba (rugi) kena pajak	**(128.611)**	**106.935**	***Taxable income***
Beban pajak penghasilan kini	-	21.387	*Current tax expense*
Dikurangi:			*Less:*
Pajak penghasilan pasal 25	(12.380)	(33.381)	*Prepaid income tax article 25*
Pajak penghasilan badan	**(12.380)**	**(11.994)**	***Corporate Income tax***

Laba kena pajak hasil rekonsiliasi untuk tahun yang berakhir pada tanggal 31 Desember 2019 akan digunakan sebagai dasar dalam pengisian Surat Pemberitahuan (SPT) Tahunan PPh Badan Bank.

Taxable income which is resulted from reconciliation for the year ended December 31, 2019 will be used as basis in submission of the Bank's Annual Corporate Income Tax Return (SPT).

Perhitungan laba kena pajak hasil rekonsiliasi untuk tahun yang berakhir pada tanggal 31 Desember 2019 telah sesuai dengan SPT yang disampaikan ke Kantor Pelayanan Pajak.

The calculation of taxable income which is resulted form reconciliation for the year ended December 31, 2019 is in accordance with SPT which is reported to the Tax Office.

Rekonsiliasi antara beban pajak penghasilan yang dihitung dengan menggunakan tarif pajak sebesar 20% untuk tahun 2019 dan 2018 atas laba sebelum manfaat (beban) pajak penghasilan dengan beban pajak penghasilan sebagaimana yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

The reconciliation between income tax expense computed using the prevailing tax rate of 20% for 2019 and 2018 on income before income tax benefit (expense) and income tax expense as presented in the statements of profit or loss and other comprehensive income is as follows:

	2019	2018	
Laba sebelum manfaat (beban) pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain	(76.339)	74.336	*Income before income tax benefit (expense) per statement of profit or loss and other comprehensive income*
Beban pajak penghasilan dengan tarif pajak yang berlaku	15.268	14.867	*Income tax expense based on the applicable tax rates*
Pengaruh pajak atas beda tetap pada tarif pajak yang berlaku	2.726	5.848	*Tax effects on permanent differences at the applicable tax rate*
Beban pajak penghasilan – bersih	**17.994**	**20.715**	***Income tax expense – net***

22. PERPAJAKAN (lanjutan)

c. Pajak Penghasilan (lanjutan)

Pajak kini (lanjutan)

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, Bank menghitung, menetapkan, dan membayar sendiri besarnya jumlah pajak yang terhutang. Direktorat Jenderal Pajak (DJP) dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Pajak tangguhan

Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas.

Rincian aset (liabilitas) pajak tangguhan Bank pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

22. TAXATION (continued)

c. Income Tax (continued)

Current tax (continued)

Under the Taxation Laws in Indonesia, the Bank submits tax returns on the basis of self assessment. The Directorate General of Tax (DGT) may assess or amend taxes payable within 5 (five) years since the tax becomes due.

Deferred tax

Deferred income tax is calculated based on the temporary differences between the tax base of assets and liabilities and its carrying value for financial reporting purposes.

The details of the Bank's deferred tax assets (liabilities) as of December 31, 2019 and 2018 is as follows:

	2019				
	1 Januari/ *January 1, 2019*	**Dikreditkan (Dibebankan) ke Laporan Laba Rugi/ *Credited (Charged) to Statement of Profit or Loss***	**Dikreditkan (Dibebankan) ke Penghasilan Komprehensif Lain/ *Credited (Charged) to Other Comprehensive Income***	**31 Desember/ *December 31, 2019***	
Rugi fiskal	-	25.722	-	25.722	*Fiscal loss*
Liabilitas imbalan pasca kerja	53.656	(5.542)	5	48.119	*Post-employment benefits liability*
Penyusutan asset Tetap	423	11	-	433	*Depreciation of fixed assets*
Amortisasi asset takberwujud	(4.771)	(2.197)	-	(6.968)	*Amortization of intangible asset*
Keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual	2.225	-	(1.872)	353	*Unrealized gain on changes in fair value of available-for-sale securities*
Jumlah	**51.533**	**17.994**	**(1.867)**	**67.659**	***Total***

	2018				
	1 Januari/ *January 1, 2018*	**Dikreditkan (Dibebankan) ke Laporan Laba Rugi/ *Credited (Charged) to Statement of Profit or Loss***	**Dikreditkan (Dibebankan) ke Penghasilan Komprehensif Lain/ *Credited (Charged) to Other Comprehensive Income***	**31 Desember/ *December 31, 2018***	
Liabilitas imbalan pasca kerja	59.430	2.850	(8.624)	53.656	*Post-employment benefits liability*
Penyusutan asset Tetap	405	18	-	423	*Depreciation of fixed assets*
Amortisasi asset Takberwujud	(2.575)	(2.196)	-	(4.771)	*Amortization of intangible asset*
Keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual	(5)	-	2.230	2.225	*Unrealized gain on changes in fair value of available-for-sale securities*
Jumlah	**57.255**	**672**	**(6.394)**	**51.533**	***Total***

22. PERPAJAKAN (lanjutan) / *TAXATION (continued)*

c. Pajak Penghasilan (lanjutan) / ***c. Income Tax (continued)***

Pajak tangguhan (lanjutan) / *Deferred tax (continued)*

Aset pajak tangguhan diakui apabila besar kemungkinan bahwa jumlah penghasilan kena pajak pada masa mendatang akan memadai untuk dikompensasi dengan perbedaan temporer yang dapat dikurangkan. Manajemen berkeyakinan bahwa aset pajak tangguhan dapat dimanfaatkan di masa mendatang.

Deferred tax assets are rec ognized to the extent that the amount of taxable income in the future will be available against which the deductible temporary differences. Management believes that the deferred tax assets can be utilized in the future.

23. BUNGA MASIH HARUS DIBAYAR / *23. ACCRUED INTEREST PAYABLES*

Rincian bunga masih harus dibayar adalah sebagai berikut: / *The details of accrued interest payables are as follows:*

	2019			2018			
	Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)*		**Ekuivalen Rupiah/ *Equivalent Rupiah***	**Jumlah nosional mata uang asing (angka penuh)/ *Notional amount of foreign currency (full amount)***		**Ekuivalen Rupiah/ *Equivalent Rupiah***	
Rupiah							***Rupiah***
Simpanan nasabah							*Deposits from customers*
Bunga deposito berjangka			56.076			51.159	*Interest on time deposits*
Bunga Tabungan			-			4	*Saving deposits*
Simpanan dari bank lain							*Deposits from other banks*
Bunga deposito berjangka			-			918	*Interest on time deposits*
Subordinasi Bank Indonesia			19.611			11.432	*Subordinated loan Bank Indonesia*
Sub jumlah			75.687			63.513	*Sub total*
Mata Uang Asing							***Foreign Currencies***
Simpanan nasabah							*Deposits from customers*
Bunga deposito berjangka	USD	97.717	1.356	USD	141.588	2.036	*Interest on time deposits*
	SGD	39.656	409	SGD	38.958	411	
			1.765			2.447	
			77.452			**65.960**	

24. BEBAN AKRUAL DAN LIABILITAS LAIN-LAIN / *24. ACCRUED EXPENSES AND OTHER LIABILITIES*

Rincian beban akrual dan liabilitas lain-lain adalah sebagai berikut: / *The details of accrued expenses and other liabilities are as follows:*

	2019	**2018**	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Utang lain-lain	227.109	74.147	*Other payables*
Operasional	15.465	17.762	*Operational*
Pendapatan diterima di muka	14.120	11.714	*Unearned revenues*
Setoran jaminan	7.277	6.622	*Guarantee deposits*
Gaji dan tunjangan	5.446	4.427	*Salaries and allowances*
Lain-lain	12.731	15.257	*Others*
Sub jumlah	282.148	129.929	*Sub total*
Mata Uang Asing			*Foreign Currencies*
Pendapatan diterima di muka	-	7	*Unearned revenues*
Setoran jaminan	145	399	*Guarantee deposits*
Lain-lain	-	-	*Others*
Sub jumlah	145	406	*Sub total*
Jumlah	**282.293**	**130.335**	***Total***

24. BEBAN AKRUAL DAN LIABILITAS LAIN-LAIN (lanjutan)

Setoran jaminan terutama merupakan setoran jaminan dari debitur untuk penyelesaian kredit.

Beban akrual operasional terutama terdiri dari beban akrual listrik, telepon, air, sewa, pemeliharaan, keamanan dan operasional lainnya.

Utang lain-lain merupakan fasilitas pinjaman yang diterima dari PT Sarana Multigriya Financial dalam rangka penyaluran KPR Sejahtera bagi masyarakat berpenghasilan rendah berdasarkan surat perjanjian No:121/PP/SMF-BANKARTHAGRAHA/VIII/2018 dengan jangka waktu paling lama 15 tahun.

24. ACCRUED EXPENSES AND OTHER LIABILITIES (continued)

Guarantee deposits mainly represent deposit from debtor to settle the loan.

Operational accrued expenses represent accrued expenses of electricity, telephone, water, rent, maintenance, security and other operationals.

Others payable represent loans received from PT Sarana Multigriya Financial in the framework distribution of KPR Sejahtera for low income society based on agreement letter No:121/PP/SMF-BANKARTHAGRHA/VIII/2018 with the longest period of time 15 years.

25. LIABILITAS IMBALAN PASCA KERJA

Bank memberikan imbalan pasca kerja kepada karyawan tetap yang telah mencapai usia pensiun normal pada umur 55 tahun sesuai dengan Undang-Undang Ketenagakerjaan No. 13/2003 tanggal 25 Maret 2003 dan mengakui liabilitas imbalan pasca kerja sesuai dengan PSAK 24 (Revisi 2013), "Imbalan Kerja". Imbalan pasca kerja tersebut tidak didanai. Jumlah karyawan Bank yang berhak atas imbalan pasca kerja tersebut pada tanggal 31 Desember 2019 dan 2018 masing-masing sejumlah 1.812 dan 2.394 karyawan.

Tabel di bawah ini merupakan ringkasan komponen beban imbalan pasca kerja yang diakui pada laporan laba rugi dan penghasilan komprehensif lain dan liabilitas imbalan pasca kerja yang dicatat pada laporan posisi keuangan, yang dihitung dengan menggunakan metode "Projected Unit Credit" oleh aktuaris independen, PT Dian Artha Tama, sesuai dengan laporannya tertanggal 13 Maret 2020 dan 19 Maret 2019 untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018.

25. POST-EMPLOYMENT BENEFITS LIABILITY

The Bank provides post-employment benefits to permanent employees who have reached normal retirement age of 55 years in accordance with the Labor Law No. 13/2003 dated March 25, 2003 and recognizes post-employment benefit obligations in accordance with PSAK 24 (Revised 2013), "Employee Benefits". Post-employment benefits are unfunded. The number of employees of the Bank that entitled to post-employment benefits on the date as of December 31, 2019 and 2018 number of 1.812 and 2.394 employees, respectively.

The following tables summarize the components of post-employment benefits expense recognized in the statement of profit or loss and other comprehensive income and post-employment benefits liability recognized in the statement of financial position as determined using the "Projected Unit Credit" method by an independent actuary, PT Dian Artha Tama, based on its reports dated March 13, 2020 and March 19, 2019 for the year ended December 31, 2019 and 2018.

a. Beban Imbalan Pasca Kerja / *a. Post-Employment Benefits Expense*

	2019	2018	
Biaya bunga	15.347	17.877	*Interest cost*
Biaya jasa kini	22.268	21.098	*Current service cost*
Jumlah	**37.615**	**38.975**	***Total***

b. Liabilitas Imbalan Pasca Kerja / *b. Post-Employment BenefitsLiability*

	2019	2018	
Nilai kini kewajiban imbalan pasti	**240.599**	**268.284**	*Present value ofdefined benefits Obligation*

Perubahan nilai kini kewajiban imbalan pasti pada tahun berjalan adalah sebagai berikut:

The changes in the present value of defined benefits obligation in the current year are as follows:

	2019	2018	
Saldo awal tahun	268.285	297.153	*Balance at beginning of year*
Biaya jasa kini	22.268	21.098	*Current service cost*
Biaya bunga	15.347	17.877	*Interest cost*
Kerugian (keuntungan) actuarial	24	(43.120)	*Actuarial losses (gains)*
Pembayaran manfaat	(65.325)	(24.724)	*Benefits payment*
Saldo akhir tahun	**240.599**	**268.284**	***Balance at end of year***

25. LIABILITAS IMBALAN PASCA KERJA (lanjutan) / *25. POST-EMPLOYMENT BENEFITS LIABILITY (continued)*

b. Liabilitas Imbalan Pasca Kerja (lanjutan) / *b. Post-Employment BenefitsLiability (continued)*

Perubahan liabilitas imbalan pasca kerja pada tahun berjalan adalah sebagai berikut:

The changes in post-employment benefits liability in the current year are as follows:

	2019	2018	
Saldo awal tahun	268.285	297.153	*Balance at beginningof year*
Beban imbalan pasca kerja (Catatan 31)	37.615	38.975	*Post-employment benefits expense (Note 31)*
Keuntungan actuarial	24	(43.120)	*Actuarial gains*
Pembayaran manfaat	(65.325)	(24.724)	*Benefits payment*
Saldo akhir tahun	**240.599**	**268.284**	***Balance at end of year***

Perubahan pengukuran kembali kerugian aktuarial pada tahun berjalan adalah sebagai berikut:

The changes in remeasurement on actuarial losses in the current year are as follows:

	2019	2018	
Saldo awal tahun	5.657	37.463	*Balance at beginning ofyear*
Keuntungan aktuarial	(24)	(43.120)	*Actuarial gains*
Saldo akhir tahun	**5.633**	**(5.657)**	***Balance at end of year***

Asumsi-asumsi utama yang digunakan dalam menghitung liabilitas imbalan pasca kerja pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

The principal assumptions used to determine post-employment benefits liability as of December 31, 2019 and 2018 are as follows:

	2019	2018	
Usia pensiun normal	60 tahun/years	55 tahun/years	*Normal retirement age*
Tingkat mortalita	TMI-III (2011)	TMI-III (2011)	*Mortality rate*
Tingkat kenaikan gaji	7% per tahun/per annum	7% per tahun/per annum	*Salary increase rate*
Tingkat bunga	7,6% per tahun/per annum	8,3% per tahun/per annum	*Interest rate*

Rincian nilai kini kewajiban imbalan pasti, defisit program dan penyesuaian pengalaman yang timbul pada liabilitas program untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan empat periode tahunan sebelumnya adalah sebagai berikut:

The details of the present value of defined benefits obligation, deficit program and experience adjustments arising on the plan liabilities for the year ended December 31, 2019 and the previous four yearsare as follows:

	2019	2018	2017	2016	2015	
Nilai kini kewajiban imbalan pasti	240.599	268.284	297.153	290.461	245.735	*Present value of defined benefits obligation*
Defisit program	240.599	268.284	297.153	290.461	245.735	*Deficit program*
Penyesuaian pengalaman pada liabilitas program	9.397	23.759	3.332	3.632	2.989	*Experience adjustments on plan liabilities*

Tabel berikut menunjukkan analisis sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap nilai kini kewajiban imbalan pasti dan biaya jasa kini pada tanggal 31 Desember 2019 dan 2018:

The following table demonstrates the sensitivity analysis to a reasonably possible change in market interest rates, with all other variables held constant, of the present value of defined benefit obligation and current service cost as of December 31, 2019 and 2018:

	2019	2018	
Kenaikan suku bunga 1%			*Increase in interest rate of 1%*
Nilai kini kewajiban imbalan pasti	227.366	254.073	*Present value of defined benefit obligation*
Biaya jasa kini	36.425	37.621	*Current service cost*
Penurunan suku bunga 1%			*Decrease in interest rate of 1%*
Nilai kini kewajiban imbalan pasti	255.482	284.225	*Present value of defined benefit obligation*
Biaya jasa kini	38.992	40.545	*Current service cost*

25. LIABILITAS IMBALAN PASCA KERJA (lanjutan)

b. Liabilitas Imbalan Pasca Kerja (lanjutan)

Rata-rata durasi kewajiban imbalan pasti adalah 10 (sepuluh) tahun.

Perkiraan analisis jatuh tempo atas nilai kini kewajiban imbalan pasti pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	2019	2018	
Kurang dari 1 tahun	23.667	29.061	*Less than 1 year*
1 sampai dengan 5 tahun	92.168	100.913	*1 up to 5 years*
5 sampai dengan 10 tahun	61.814	67.108	*5 up to 10 years*
Lebih dari 10 tahun	62.950	71.202	*More than 10 years*
Jumlah	**240.599**	**268.284**	***Total***

Manajemen telah mereviu asumsi yang digunakan dan berkeyakinan bahwa asumsi tersebut memadai. Manajemen berkeyakinan bahwa saldo liabilitas imbalan pasca kerja tersebut telah memadai untuk menutupi kewajiban Bank kepada karyawannya sesuai dengan yang diisyaratkan oleh Undang-Undang Ketenagakerjaan No. 13/2003 tanggal 25 Maret 2003.

25. POST-EMPLOYMENT BENEFITS LIABILITY (continued)

b. Post-Employment BenefitsLiability (continued)

The average duration of the defined benefit obligation is 10 (ten) years.

Expected maturity analysis of present value of defined benefits obligation as of December 31, 2019 and 2018 is as follows:

The management has reviewed the assumptions used and believed that these assumptions are adequate. Management believes that the balance of post-employment benefits liability is adequate to cover the Bank's liability for its employees in accordance with the requirements of Labor Law No. 13/2003 dated March 25, 2003.in

26. PINJAMAN SUBORDINASI

Saldo pinjaman subordinasi dari Bank Indonesia pada tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar RpNihil dan Rp101.955.

Pinjaman subordinasi dari Bank Indonesia adalah pinjaman diterima oleh Bank (dahulu PT Bank Arta Prima) dalam rangka membantu penyehatan Bank. Berdasarkan Akta Perjanjian Kredit Konversi Kredit Likuiditas Darurat No. 21 dan Akta Perjanjian Kredit No. 26 tanggal 21 Oktober 1997,dan Akta Perjanjian Penegasan Tetap Berlakunya Perjanjian Kredit No. 32 tanggal 27 Maret 2000, yang seluruhnya dibuat di hadapan Koesbiono Sarmanhadi, SH, MH, Notaris di Jakarta, bahwa untuk mendukung usaha penyelamatan dan penyehatan tersebut, Bank Indonesia menyetujui pemberian pinjaman subordinasi sebesar Rp1.019.552 yang terdiri dari Rp489.552 yang merupakan konversi dari pinjaman Bank Indonesia sebelumnya sebesar Rp615.000, dikurangi sebesar Rp125.448 yang merupakan denda bunga dan saldo debet yang dibebankan dari tanggal 1 April 1996 sampai dengan 24 September 1997 dan sebesar Rp530.000 yang merupakan tambahan pinjaman baru, yang diberikan kepada manajemen baru PT Bank Arta Prima.

Sehubungan dengan hal tersebut di atas, Bank Indonesia dan Bank (dahulu PT Bank Artha Pratama) sepakat untuk melakukan addendum seperti yang dinyatakan dalam Akta Addendum atas Penegasan Tetap Berlakunya Perjanjian Kredit No. 32 tanggal 27 Maret 2000, yang dinyatakan dalam Akta No. 60 tanggal 26 Juni 2009 yang dibuat oleh Imas Fatimah, SH, Notaris di Jakarta, adalah sebagai berikut:

26. SUBORDINATED LOAN

The subordinated loan from Bank Indonesia as of December 31, 2019 and 2018 amounted to RpNil amd Rp101,955, respectively.

The subordinated loan from Bank Indonesia represents loan which was obtained by the Bank (formerly PT Bank Arta Prima) for recovery of the Bank. Based on the Deed of Conversion Emergency Liquidity Loan Agreement No. 21 and Deed of Loan Agreement No. 26 dated October 21, 1997, and Deed of Credit Agreement Affirmation No. 32 dated March 27, 2000 which made in front of Koesbiono Sarmanhadi, SH, MH, Notary in Jakarta, that to support rescue and recovery, Bank Indonesia agreed to provide subordinated loan amounted to Rp1,019,552 which consist of Rp489,552 which initially from the conversion of loan from Bank Indonesia of Rp615,000, and deductof Rp125,448 which is interest charges and debit balance were credited from April 1, 1996 to September 24, 1997 and amounted to Rp530,000 as a new loan to the new management of PT Bank Arta Prima.

In connection with the above matter, Bank Indonesia and Bank (formerly PT Bank Artha Pratama) agreed to amend the agreement as stated in Deed of Credit Agreement Affirmation No. 32 dated March 27, 2000 as covered by Deed No. 60 dated June 26, 2009 made in front of Imas Fatimah, SH, Notary in Jakarta, with details as follows:

26. PINJAMAN SUBORDINASI (lanjutan)

1. Jangka waktu kredit dimulai dari tangga 21 Oktober 1997 sampai dengan 21 Oktober 2019.

2. Tingkat suku bunga kredit sebesar 3,25% per tahun, dihitung dari baki debet pinjaman subordinasi terhitung sejak tanggal 21 Oktober 2008.

3. Pembayaran pokok pinjaman dilakukan setiap tahun dimulai dari tanggal 21 Oktober 2010 sampai dengan 21 Oktober 2019, masing-masing sebesar Rp 101.955.

4. Jaminan kredit adalah:
   - Segala harta kekayaan milik Bank (dahulu PT Bank Artha Pratama), baik yang bergerak maupun yang tidak bergerak, baik yang sudah ada maupun yang akan ada di kemudian hari.
   - Jaminan perusahaan (corporate guarantee) dari pemegang saham Bank untuk kredit dengan maksimum Rp 489.552 dan untuk sisanya dengan jaminan pribadi dari Tomy Winata dan Sugianto Kusuma.
   - Jaminan tambahan berupa 3 (tiga) bidang tanah dan bangunan dengan Sertifikat Hak Guna Bangunan atas nama Bank.

5. Atas pinjaman subordinasi tersebut, Bank Indonesia memberikan beberapa batasan-batasan yang harus ditaati, dimana tanpa persetujuan tertulis dari Bank Indonesia, Bank tidak diperkenankan untuk, antara lain:
   - Mengadakan penggabungan atau peleburan (merger atau konsolidasi) dengan bank/perusahaan lain.
   - Memindahtangankan dan/atau menyewakan Bank dalam bentuk dan maksud apapun kepada pihak lain.
   - Membayar utang Bank kepada pemegang sahamnya.
   - Melakukan investasi atau penyertaan menurut batas jumlah sebagaimana akan ditetapkan oleh Bank Indonesia.
   - Membagikan laba dan membayar dividen.
   - Menerima pinjaman dari pihak lain, kecuali jika pinjaman tersebut diterima dalam rangka transaksi perbankan yang berkaitan dengan usahanya.
   - Mengambil lease dari perusahaan leasing.
   - Mengikatkan diri sebagai penjamin (borg), menjaminkan harta kekayaan dalam bentuk dan maksud apapun kepada pihak lain.
   - Membubarkan Bank atau minta dinyatakan pailit.

Pada tanggal 31 Desember 2019 dan 2018, nilai tercatat atas hak atas tanah dan bangunan yang dijadikan jaminan atas pinjaman subordinasi tersebut adalah sebesar Rp353.889 dan Rp353.889.

26. SUBORDINATED LOAN (continued)

1. The terms of loans starting from October 21, 1997 until October 21, 2019.

2. Interest rate on loans is 3.25% per annum, calculated from the outstanding subordinated loan from October 21, 2008.

3. The repayment of the principal equally for each year of Rp 101,955 starting from October 21, 2010 up to October 21, 2019.

4. The loan collaterals are:
   - *All movables and immovables assets of the Bank (formerlyPT Bank Artha Pratama), as of to date including the Bank's future generating assets.*
   - *The corporate guarantee from shareholders of the Bank for the loan with a maximum of Rp 489,552 and personal guarantees from Tomy Winata and Sugianto Kusuma.*
   - *Additional guarantee are 3 (three) areas of land and buildings with Building Use Rights Certificates on behalf of the Bank.*

5. For these subordinated loan, Bank Indonesia has several covenants, which is without approval from Bank Indonesia, the Bank is not allowed to, among others:
   - *Conduct merger or consolidation with another banks/companies.*
   - *Transfer ownership and/or lease the Bank in any forms to other parties.*
   - *Pay the Bank's liabilities to its shareholders.*
   - *Make an investment or participation according to the limit amount that will be determined by Bank Indonesia.*
   - *Sharing profits and pay the dividends.*
   - *Receive loans from other parties, unless those loans are received in relation to banking transactions which is associated with the business.*
   - *Take a lease from leasing company.*
   - *Make an agreement as the guarantor, pledge the assets in any forms and reasons to other parties*
   - *Liquidate the Bank or request to be liquidated.*

As of December 31, 2019 and 2018, carrying value of landrights and buildings being pledged for subordinated loan amounted to Rp353,889 and Rp353,889, respectively.

27. MODAL SAHAM / *SHARE CAPITAL*

Rincian modal dasar, modal ditempatkan dan disetor penuh Bank pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

The details of the Bank's authorized capital, issued and fully paid as of December 31, 2019 and 2018 are as follows:

	2019				
Pemegang Saham	**Jumlah Saham Ditempatkan dan Disetor Penuh/*Number of Shares Issued and Fully Paid***	**Nominal per Saham (Rupiah penuh)/*Par Value per Share (full Rupiah amount)***	**Jumlah Modal Disetor (Rupiah penuh)/ *Total Paid-up Capital(full Rupiah amount)***	**Persentase Kepemilikan/ *Percentage of Ownership***	**Shareholders**
Modal Dasar					***Authorized Capital***
Saham biasa	**52.310.000.000**	**110,88**	**5.800.132.800.000**	**100%**	*Common stock*
Modal Ditempatkan dan Disetor Penuh*)					***Issued and Fully Paid Capital*)***
PT Cakra Inti Utama	2.467.990.263	110,88	273.650.760.361	15,62%	*PT Cakra Inti Utama*
PT Cerana Arthaputra	1.322.157.253	110,88	146.600.796.213	8,37%	*PT Cerana Arthaputra*
PT Arthamulia Sentosajaya	830.745.581	110,88	92.113.070.021	5,26%	*PT Arthamulia Sentosajaya*
PT Pirus Platinum Murni	825.529.475	110,88	91.534.708.188	5,23%	*PT Pirus Platinum Murni*
PT Puspita Bisnispuri	825.529.472	110,88	91.534.707.855	5,23%	*PT Puspita Bisnispuri*
PT Karya Nusantara Permai	712.647.774	110,88	79.018.385.181	4,51%	*PT Karya Nusantara Permai*
Masyarakat (masing-masing di bawah 5%)	8.811.595.379	110,88	977.029.695.624	55,78%	*Public (each below 5%)*
Jumlah	**15.796.195.197**		**1.751.482.123.443**	**100,00%**	**Total**

	2018				
Pemegang Saham	**Jumlah Saham Ditempatkan dan Disetor Penuh/*Number of Shares Issued and Fully Paid***	**Nominal per Saham (Rupiah penuh)/*Par Value per Share (full Rupiah amount)***	**Jumlah Modal Disetor (Rupiah penuh)/ *Total Paid-up Capital(full Rupiah amount)***	**Persentase Kepemilikan/ *Percentage of Ownership***	**Shareholders**
Modal Dasar					***Authorized Capital***
Saham biasa	**52.310.000.000**	**110,88**	**5.800.132.800.000**	**100%**	*Common stock*
Modal Ditempatkan dan Disetor Penuh*)					***Issued and Fully Paid Capital*)***
PT Cakra Inti Utama	2.467.990.263	110,88	273.650.760.361	15,62%	*PT Cakra Inti Utama*
PT Cerana Arthaputra	1.322.157.253	110,88	146.600.796.213	8,37%	*PT Cerana Arthaputra*
PT Arthamulia Sentosajaya	830.745.581	110,88	92.113.070.021	5,26%	*PT Arthamulia Sentosajaya*
PT Pirus Platinum Murni	825.529.475	110,88	91.534.708.188	5,23%	*PT Pirus Platinum Murni*
PT Puspita Bisnispuri	825.529.472	110,88	91.534.707.855	5,23%	*PT Puspita Bisnispuri*
PT Karya Nusantara Permai	712.647.774	110,88	79.018.385.181	4,51%	*PT Karya Nusantara Permai*
Masyarakat (masing-masing di bawah 5%)	8.811.595.279	110,88	977.029.684.536	55,78%	*Public (each below 5%)*
Jumlah	**15.796.195.097**		**1.751.482.112.355**	**100,00%**	**Total**

Berdasarkan Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 30 Juni 2016, yang dinyatakan dalam Akta Notaris Dr. Irawan Soerodjo, SH, MSi tanggal 20 Desember 2016, para pemegang saham Bankmemutuskan untuk menyetujui penerbitan saham baru melalui Penambahan Modal Dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) sebanyak-banyaknya 5.000.000.000 saham dengan nilai nominal Rp 110,88 (Rupiah penuh) per saham disertai dengan Waran yang jumlahnya tidak melebihi dari 35% dari jumlah saham yang ditempatkan Bank pada saat penyampaian Pernyataan Pendaftaran kepada OJK.

Based on the Resolution of Extraordinary General Meeting of Shareholders dated June 30, 2016, as covered by Notarial Deed of Dr. Irawan Soerodjo, SH, MSi dated December 20, 2016, the Bank's shareholders resolved to agree with the issuance of new shares through Rights Issue With Pre-Emptive Rights (PMHMETD) of 5,000,000,000 shares with par value of Rp 110.88 (full Rupiah amount) per share attached with Warrants not exceeding 35% of the Bank's total issued shares at the time of submission of the Registration Statement to OJK.

27. MODAL SAHAM (lanjutan)

Sehubungan dengan hal tersebut di atas, Bank melakukan Penawaran Umum Terbatas V (PUT V) kepada para pemegang saham Bank dengan memberikan HMETD untuk menerbitkan sebanyak 2.707.918.808 saham dengan nilai nominal Rp110,88 (Rupiah penuh) per saham dan harga penawaran Rp111,00 (Rupiah penuh) per saham, serta 4.513.198.013 Waran Seri I yang mewakili 34,48% dari jumlah saham yang ditempatkan dan disetor penuh sebelum PUT V ini dilaksanakan. Setiap 6 (enam) saham hasil pelaksanaan HMETD berhak memperoleh 10 (sepuluh) Waran Seri I dimana setiap 1 (satu) Waran Seri I dapat digunakan untuk membeli 1 (satu) saham baru dengan harga penawaran Rp 111,00 (Rupiah penuh). Masa berlaku pelaksanaan Waran adalah sejak tanggal 19 Juni 2017 sampai dengan 7 Desember 2021.

Jumlah dana yang diperoleh dari penambahan modal saham dengan HMETD adalah sebesar Rp300.579.

Peningkatan modal ditempatkan dan disetor penuh Bank tersebut di atas telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Laporan Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0110476 tanggal 21 Desember 2016.

27. SHARE CAPITAL (continued)

In connection with the above matter, the Bank conducted Limited Public Offering V (LPO V) to the Bank's shareholders through Rights Issue With Pre-Emptive Rights (HMETD) by issuing of 2,707,918,808 shares with par value of Rp 110.88 (full Rupiah amount) per share and offering price of Rp 111.00 (full Rupiah amount) per share, and 4,513,198,013 Series I Warrant which represent 34.48% of total issued and fully paid shares before LPO V conducted. Every 6 (six) shares from HMETD entitles to obtain 10 (ten) Series I Warrant whereby 1 (one) Series I Warrant can be used for buy 1 (one) new share with offering price of Rp 111,00 (full Rupiah amount). The term of Warrant execution starting from June 19, 2017 up to December 7, 2021.

The total funds received from Rights Issue With Pre-Emptive Rights (HMETD) amounted to Rp300,579.

The increase in the Bank's issued and fully paid capital aforementioned has been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights Department of the Republic of Indonesia under Admission Notification Amendment No. AHU-AH.01.03-0110476 dated December 21, 2016.

28. TAMBAHAN MODAL DISETOR – BERSIH

Rincian tambahan modal disetor pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

28. ADDITIONAL PAID-IN CAPITAL – NET

The details of additional paid-in capital as of December 31, 2019 and 2018 are as follows:

	2019	2018	
Penawaran umum perdana tahun 1990	43.750	43.750	*Initial public offering in 1990*
Saham bonus pada tahun 1993	(25.000)	(25.000)	*Bonus shares in 1993*
Bagian yang tidak dapat dicatat (partial delisting) pada tahun 1997	(12.500)	(12.500)	*Partial delisting in 1997*
Penawaran Umum Terbatas I (PUT I) pada tahun 1999	818.125	818.125	*Limited Public Offering I (LPO I) in 1999*
Penyesuaian nilai aset bersih Bank hasil merger dalam rangka penggabungan usaha dengan PT Bank Artha Graha	(408.457)	(408.457)	*Bank's net asset value adjustment resulting from the merger in the context of its mergerwith PT Bank Artha Graha*
Penawaran Umum Terbatas II (PUT II) pada tahun 2007	3.461	3.461	*Limited Public Offering II (LPO II) in 2007*
Penawaran Umum Terbatas III (PUT III) pada tahun 2008	323	323	*Limited Public Offering III (LPO III) in 2008*
Biaya emisi saham	(915)	(915)	*Shares issuance costs*
Penawaran UmumTerbatas IV (PUT IV) pada tahun 2012	542	542	*Limited Public Offering IV (LPO IV) in 2012*
Biaya emisi saham	(2.407)	(2.407)	*Shares issuance costs*
Penawaran Umum Terbatas IV (PUT V) pada tahun 2016	325	325	*Limited Public Offering IV(LPOV) in 2016*
Biaya emisi saham	(3.080)	(3.080)	*Shares issuance costs*
Pengampunan Pajak	586	586	*Tax Amnesty*
Tambahan Modal Disetor – Bersih	**414.753**	**414.753**	***Additional Paid-in Capital – Net***

29. PENDAPATAN BUNGA / *INTEREST INCOME*

Akun ini merupakan pendapatan bunga diperoleh dari: / *This account represents interest income from:*

	2019	2018	
Kredit yang diberikan			*Loans*
Fixed loans	726.509	843.077	*Fixed loans*
Revolving loans	739.405	806.530	*Revolving loans*
Kredit pemilikan rumah dan apartemen	205.097	188.158	*Housing loans and apartment Ownership*
Pinjaman rekening koran	37.950	46.851	*Overdraft*
Pinjaman lainnya	14.794	165.713	*Other loans*
Efek-efek			*Marketable securities*
Obligasi Pemerintah	115.657	46.615	*Government Bonds*
Obligasi Korporasi	15.810	10.491	*Corporate Bonds*
Reksadana	2.028	4.127	*Mutual funds*
Penempatan pada Bank Indonesia			*Placements with Bank Indonesia*
Sertifikat Bank Indonesia	49.390	-	*Certificates of Bank Indonesia*
Time deposit	33.616	5.664	
Deposit facility	25.888	-	*Deposit facility*
Sertifikat Deposito Bank Indonesia	7.537	113.013	*Certificates Deposits of Bank Indonesia*
Call money	-	28.770	*Call money*
Jasa giro Bank Indonesia	-	2.292	*Interest from Bank Indonesia*
Penempatan pada bank lain dan lain-lain	2.841	2.483	*Placements with other banks and others*
Jumlah	**1.976.522**	**2.263.784**	***Total***

Jumlah pendapatan bunga dari pihak berelasi untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar Rp22.846 Dan Rp25.881 (Catatan 37).

Total interest income from related parties for the years ended December 31, 2019 and 2018 amounted to Rp22,846 and Rp25,881, respectively (Note 37).

30. BEBAN BUNGA / *INTEREST EXPENSES*

Akun ini merupakan beban bunga atas: / *This account represents interest expenses on:*

	2019	2018	
Rupiah			*Rupiah*
Simpanan nasabah	1.001.061	1.004.836	*Deposits from customer*
Simpanan dari bank lain	2.535	13.438	*Deposits from other banks*
Pinjaman subordinasi	10.786	4.510	*Subordinated loans*
Sub jumlah	1.014.382	1.022.784	*Sub total*
Mata Uang Asing			*Foreign Currencies*
Simpanan nasabah	35.185	41.634	*Deposits from customers*
Simpanan dari bank lain	34	1.436	*Deposits from other banks*
Sub jumlah	35.219	43.070	*Sub total*
Jumlah	**1.049.601**	**1.065.854**	***Total***

Jumlah beban bunga dari pihak berelasi untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing adalah sebesar Rp12.962 dan Rp38.653 (Catatan 37).

Total interest expenses from related parties for the years ended December 31, 2019 and 2018 amounted to Rp12,962. and Rp38.653, respectively (Note 37).

31. BEBAN TENAGA KERJA / *PERSONNEL EXPENSES*

Rincian beban tenaga kerja adalah sebagai berikut: / *The details of personnel expenses are as follows:*

	2019	2018	
Gaji	237.717	273.048	*Salaries*
Tunjangan	67.121	75.338	*Allowances*
Imbalan pasca kerja (Catatan 25)	37.615	38.975	*Post-employment benefits (Note 25)*
Asuransi	20.656	25.211	*Insurance*
Lain-lain	880	6.750	*Others*
Jumlah	**363.989**	**419.322**	***Total***

32. BEBAN OPERASI / *OPERATIONAL EXPENSES*

Rincian beban operasi adalah sebagai berikut: / *The details of operational expenses are as follows:*

	2019	2018	
Jasa profesional	50.966	22.215	*Professional fees*
Keamanan dan kebersihan	47.474	70.208	*Security and cleaning*
Teknologi dan informasi	45.999	31.184	*Technology and information*
Premi penjaminan LPS (Catatan 42)	41.778	48.108	*Premium paid to LPS (Note 42)*
Sewa	30.664	42.791	*Rent*
Transportasi	29.511	34.657	*Transportation*
Asuransi	26.372	19.206	*Insurance*
Iuran	19.770	15.164	*Dues*
Pengembangan karyawan	19.383	10.748	*Training*
Utilitas	17.144	18.745	*Utilities*
Jasa outsourcing	15.244	19.420	*Outsourcing service*
Komunikasi	14.425	19.613	*Communication*
Pemeliharaan	10.999	14.632	*Maintenance*
ATM	9.199	8.470	*ATM*
Barang cetakan	6.375	9.295	*Printing*
Operasional	1.905	9.506	*Operational*
Legal	1.632	1.991	*Office supplies*
Fee	1.579	17.108	*Fee*
Pajak	924	4.368	*Tax*
Administrasi bank	940	797	*Bank administration*
Agunan yang diambil alih	-	30.022	*Write off forclosed assets*
Lainnya	2.703	3.375	*Others*
Jumlah	**394.986**	**451.623**	***Total***

Jumlah beban sewa kepada pihak berelasi disajikan dalam Catatan 37. / *Total rent expenses to related parties are presented in Note 37.*

33. BEBAN UMUM DAN ADMINISTRASI / *GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian beban umum dan administrasi adalah sebagai berikut: / *The details of general and administrative expense are as follows:*

	2019	2018	
Perbaikan dan pemeliharaan	54.165	64.199	*Repairs and maintenance*
Pemasaran dan promosi	30.446	30.327	*Marketing and promotion*
Penyusutan (Catatan 16)	26.391	29.148	*Depreciation (Note 16)*
Amortisasi (Catatan 17)	7.321	7.321	*Amortization (Note 17)*
Jumlah	**118.323**	**130.995**	***Total***

34. BEBAN PENYISIHAN KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN NON-KEUANGAN – BERSIH

Rincian beban penyisihan (pemulihan) kerugian penurunan nilai aset keuangan dan non-keuangan adalah sebagai berikut:

34. PROVISION FOR IMPAIRMENT LOSSES ON FINANCIAL AND NON-FINANCIAL ASSETS – NET

The details of provision for (reversal of) impairment losses on financial and non-financial assets are as follows:

	2019	2018	
Rupiah			***Rupiah***
Kredit yang diberikan (Catatan 13h)	142.707	157.442	*Loans (Note 13h)*
Agunan yang diambil alih (Catatan 18)	36.000	26.123	*Foreclosed assets (Note 18)*
Giro pada bank lain	(43)	-	*Current accounts in other banks*
Sub jumlah	178.664	183.565	*Sub total*
Mata Uang Asing			***Foreign Currencies***
Kredit yang diberikan (Catatan 13h)	**49.751**	**141**	*Loans (Note 13h)*
Bersih	**228.415**	**183.706**	***Net***

35. BEBAN NON-OPERASIONAL – NETO

Rincian pendapatan (beban) non-operasional adalah sebagai berikut:

35. NON-OPERATING EXPENSES- NET

The details of non-operating income (expenses) are as follows:

	2019	2018	
Penerimaan pinjaman hapus buku	2.259	-	*Received write off loan*
Laba penjualan aset tetap (Catatan 16)	565	307	*Gain on sale offixedassets (Note 16)*
Tanggung jawab sosial Korporasi	(10.109)	(18.901)	*Corporate social responsibility*
Lain-lain	2.961	6.816	*Others*
Neto	**(4.324)**	**(11.778)**	***Net***

36. LABA PER SAHAM DASAR

Laba per saham dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang beredar pada tahun berjalan. Rincian perhitungan laba per saham dasar adalah sebagai berikut:

36. BASIC EARNINGS PER SHARE

Basic earning per share is compute by dividing profit for the year with the weighted-average number of shares outstanding during the year. The details of calculation of basic earning per share is as follows:

	2019	2018	
Laba tahun berjalan untuk perhitungan laba per saham dasar	(58.345)	53.621	*Profit for the year to be accounted for basic earnings per share*
Jumlah rata-rata tertimbang saham biasa untuk perhitungan laba per saham dasar	15.796	15.796	*The weighted-average ofcommon stock for computation of basic earnings per share*
Laba per saham dasar (Rupiah penuh)	**(3,69)**	**3,39**	***Basic earnings per share (full Rupiah amount)***

37. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI

Dalam kegiatan usaha normal, Bank melakukan transaksi dengan pihak-pihak berelasi. Transaksi dengan pihak-pihak berelasi tersebut dilaksanakan dengan syarat dan kondisi yang sama sebagaimana dilakukan dengan pihak ketiga.

Saldo dan Transaksi dengan Pihak-pihak Berelasi

Rincian saldo dengan pihak-pihak berelasi adalah sebagai berikut:

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

In the normal course of business, the Bank entered into transaction with related parties. Transactions with related parties were conducted under terms and conditions similar to those granted to third parties.

Balance and Transactions with Related Parties

The details of balance with related parties are as follows:

37. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Saldo dan Transaksi dengan Pihak-pihak Berelasi (lanjutan)

Balance and Transactions with Related Parties (continued)

	2019	2018	
Laporan Posisi Keuangan			*Statement of Financial Position*
Kredit yang diberikan – bersih (Catatan 13)			*Loans - net (Note 13)*
PT Lentera Duasatu Propertindo	120.369	121.404	*PT Lentera Duasatu Propertindo*
Panji Yudha Winata	95.976	100.309	*Panji Yudha Winata*
PT Danayasa Arthatama Tbk	73.721	74.974	*PT Danayasa Arthatama Tbk*
PT Jakarta International Hotels & Development	67.217	69.345	*PT Jakarta International Hotels & Development*
Andi Bharata Winata	19.266	20.953	*Andi Bharata Winata*
Adithya Prakarsa Winata	8.990	-	*Adithya Prakarsa Winata*
Emelia Susanto	5.426	5.961	*Emelia Susanto*
Christina Harapan	5.581	6.922	*Christina Harapan*
PT Yudha Kencana Properti	-	98.707	*PT Yudha Kencana Properti*
Jumlah –Bersih	**396.546**	**498.575**	***Total – Net***
Persentase dari jumlah kredit yang diberikan	2,89%	3,14%	*Percentage from total loans*
Persentase dari jumlah asset	1,55%	1,89%	*Percentage from total assets*

	2019	2018	
Simpanan nasabah (Catatan 20)			*Deposits from customers (Note 20)*
Giro	60.942	26.330	*Demand deposits*
Tabungan	30.935	12.857	*Savings deposits*
Deposito berjangka	440.314	9.580	*Time deposits*
Jumlah	532.191	48.767	***Total***
Persentase dari jumlah simpanan nasabah	2,63%	0,00%	*Percentage from total deposits from customers*
Persentase dari jumlah liabilitas	2,53%	0,00%	*Percentage from total liabilities*

Rincian transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

The details of transactions with related parties are as follows:

	2019	2018	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain			*Statement of Profit or Loss and Other Comprehensive Income*
Pendapatan bunga (Catatan 29)	22.846	25.881	*Interest income (Note 29)*
Persentase dari jumlah pendapatan bunga	1,16%	1,14%	*Percentage from totalinterest income*
Beban bunga (Catatan 30)	12.962	38.653	*Interest expenses (Note 30)*
Persentase dari jumlah beban bunga	1,24%	3,63%	*Percentage from total interest expenses*
Beban tenaga kerja (Catatan 31)			*Personel expenses (Note 31)*
Manajemen kunci (Catatan 1c)	126.264	39.069	*Key Management (Note 1c)*
Persentase dari jumlah beban tenaga kerja	34,27%	9,32%	*Percentage from total personel expenses*
Beban operasi (Catatan 32)			*Operational expenses (Note 32)*
Beban sewa	45.747	22.230	*Rent expenses*
Persentase dari jumlah beban operasi	11,59%	4,92%	*Percentage from total operational expenses*

a. Transaksi *Build, Operate, and Transfer* (BOT) atas Gedung Artha Graha dengan PT Buanagraha Arthaprima selama jangka waktu 40 tahun(Catatan 15).

b. Bank menjaminkan tanah yang dimilikinya yang terletak di Jalan Jenderal Sudirman Kav. 52-53, Jakarta Selatan sehubungan dengan fasilitas kredit yang diterima oleh pihak berelasi (Catatan 16).

a. The transaction of Build, Operate, and Transfer (BOT) of Artha Graha Building with PT Buanagraha Arthaprima has a term of 40 years (Note 15).

b. The Bank collateralized its land in Jalan Jenderal Sudirman Kav. 52-53, South Jakarta, to the loan facilities that obtained by a related party (Note 16).

37. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Saldo dan Transaksi dengan Pihak-pihak Berelasi (lanjutan)

c. Bank melakukan transaksi sewa gedung dengan PT Buanagraha Arthaprima.

d. Pinjaman subordinasi dari Bank Indonesia dijamin oleh jaminan perusahaan dari PT Arthamulia Sentosajaya, PT Cerana Arthaputra, PT Karya Nusantara Permai,PT Pirus Platinum Murni dan PT Puspita Bisnispuri, dan jaminan pribadi dari Tomy Winata dan Sugianto Kusuma (Catatan 26).

e. Komitmen dan kontinjensi dengan pihak-pihak berelasi pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp1.026 dan Rp 178 (Catatan 38).

Sifat Relasi

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Bank.

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Balance and Transactions with Related Parties (continued)

c. The Bank has entered into a building rental with PT Buanagraha Arthaprima.

d. The subordinated loan from Bank Indonesia are secured by the corporate guarantees issued by PT Arthamulia Sentosajaya, PT Cerana Arthaputra, PT Karya Nusantara Permai, PT Pirus Platinum Murni and PT Puspita Bisnispuri, and personal guarantees from Tomy Winata and Sugianto Kusuma (Note 26).

e. Commitments and contingencies with related parties as of December 31, 2019 and 2018 amounted to Rp1,026 and Rp178 respectively (Note 38).

Nature of Relationship

Related parties are companies and individuals who directly or indirectly have relationships with the Bank through ownership or management.

Pihak Berelasi/ ***Related Parties***	**Sifat dari Hubungan/** ***Nature of Relationship***	**Sifat dari Transaksi/** ***Nature of Transaction***
PT Buanagraha Arthaprima	Memiliki kesamaan pemegang saham/*Has same shareholders*	BOT, giro dan deposito berjangka/BOT, *demand deposits and time deposits*
PT Cerana Arthaputra	Pemegang saham Bank/ *Bank's shareholder*	Jaminan Perusahaan dan giro/ *Corporate guarantee and demand deposits*
PT Karya Nusantara Permai	Pemegang saham Bank/ *Bank's shareholder*	Jaminan Perusahaan dan giro/ *Corporate guarantee and demand deposits*
PT Pirus Platinum Murni	Pemegang saham Bank/ *Bank's shareholder*	Jaminan Perusahaan dan giro/ *Corporate guarantee and demand deposits*
PT Puspita Bisnispuri	Pemegang saham Bank/ *Bank's shareholder*	Jaminan Perusahaan dan giro/ *Corporate guarantee and demand deposits*
PT Arthamulia Sentosajaya	Pemegang saham Bank/ *Bank's shareholder*	Jaminan Perusahaan dan giro/ *Corporate guarantee and demand deposits*
PT Andana Utamagraha	Afiliasi/*Affiliate*	Giro dan deposito berjangka/ *Demand deposits and time deposits*
PT Erajaya Swasembada Tbk	Afiliasi/*Affiliate*	Giro/*Demand deposits*
PT Danayasa Arthatama Tbk	Afiliasi/*Affiliate*	Kredit/*Loans*
PT Era Sukses Abadi	Afiliasi/*Affiliate*	Kredit dan giro/*Loans and demand deposits*
PT Electronic City Indonesia Tbk	Afiliasi/*Affiliate*	Giro/*Demand deposits*
PT Jakarta International Hotels & Development Tbk	Afiliasi/*Affiliate*	Kredit, giro dan deposito berjangka/*Loans,demand deposits and time deposits*
PT Makmur Jaya Serasi	Afiliasi/*Affiliate*	Giro dan deposito berjangka/*Demand deposits and time deposits*
PT Agung Sedayu Propertindo	Afiliasi/*Affiliate*	Deposito berjangka/*Timedeposits*
PT Cahaya Bintang Agung	Afiliasi/*Affiliate*	Bank garansi/ *Bank guarantee*

37. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Sifat Relasi (lanjutan)

Nature of Relationship (continued)

Pihak Berelasi/ *Related Parties*	Sifat dari Hubungan/ *Nature of Relationship*	Sifat dari Transaksi/ *Nature of Transaction*
PT Griya Mandiri Perkasa	Afiliasi/*Affiliate*	Kredit/*Loans*
PT Lokta Karya Perbakin	Afiliasi/*Affiliate*	Kredit/*Loans*
Mina Harapan	Afiliasi/*Affiliate*	Depositoberjangka dan tabungan/ *Time deposits and savings deposits*
Kiki Syahnakri	Komisaris Utama/ Komisaris Independen/ *President Commissioner/ Independent Commissioner*	Deposito berjangka dan tabungan/ *Timedeposits and savingsdeposits*
Tomy Winata dan Sugianto Kusuma	Wakil Komisaris Utama/ *Vice President Commissioner*	Giro, tabungan dan deposito berjangka/*Demand deposits, savings deposits and time deposits*
Edijanto	Komisaris Independen/ *Independent Commissioner*	Giro dan tabungan/*Demand deposits and savings deposits*
Nicolaus Eko Riwayanto	Komisaris Independen)/ *Independent Commissioner*	Tabungan/*Savings deposits*
Richard Halim Kusuma	Komisaris*) /*Commissioner*)*	Giro, tabungan dan deposito berjangka/*Demand deposits, savings deposits and time deposits*
Andy Kasih	Direktur Utama/ President Director	Giro dan deposito berjangka/*Demand deposits and time deposits*
Andry Siantar	Direktur Kepatuhan dan Independen/ Complience and Independent Director	Tabungan dan deposito berjangka/ *Savings deposits and time deposits*
Anas Latief	Direktur*)/*Director*)*	Deposito berjangka dan tabungan/*Time deposits and savings deposits*
A Harris CJ Simbolon	Direktur/*Director*	Kredit, tabungan dan deposito berjangka/Loans, *savings deposits and time deposits*
Tomy Jongelis	Direktur/*Director*	Tabungan/*savings deposits*
Indrastomo Nugroho	Direktur/*Director*	Tabungan/*savings deposits*
Christina Harapan	Direktur/*Director*	Kredit, giro dan tabungan/*Loans,demand deposits and savings deposits*
Indra Sintung Budianto	Direktur/*Director*	Kredit, giro dan tabungan/*Loans,demand deposits and savings deposits*
Panji Yudha Winata	Afiliasi/*Affiliate*	Kredit dan giro/ *Loans and demand deposits*
Andi Bharata Winata	Afiliasi/*Affiliate*	Tabungan/*Saving deposits*
Lareina Kusuma dan/ *and* Luvena K.H.	Afiliasi/*Affiliate*	Giro/*Demand deposits*
Susanto Kusuma	Afiliasi/*Affiliate*	Giro dan deposito berjangka/ *Demand deposits and time deposits*
Adithya Prakarsa Winata	Afiliasi/*Affiliate*	Giro, tabungan dan deposito berjangka, kredit/*Demand deposits, savings deposits and time deposits, loan*
Ami Swanto Winata	Afiliasi/*Affiliate*	Giro dan deposito berjangka/ *Demand deposits and time deposits*
Alexander halim kusuma	Afiliasi/*Affiliate*	Giro dan deposito berjangka/ *Demand deposits and time deposits*
Arpin wiradisastra	Afiliasi/*Affiliate*	Giro/*demand deposits*
Edwin siantar dan /and Novy P	Afiliasi/*Affiliate*	Deposito berjangka dan tabungan *Time deposits and savings deposits*

*) Akan berlaku efektif sejak memperoleh persetujuan dari Otoritas Jasa Keuangan (OJK) atas penilaian kemampuan dan kepatutan (*fit and proper test*).

**) Will be effective since obtain an approval from Financial Services Authority (OJK) on the fit and proper test.*

37. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Sifat Relasi (lanjutan)

Seluruh saldo dan transaksi yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan atas laporan keuangan.

37. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Nature of Relationship (continued)

All balances and significant transactions with related parties are disclosed in the notes to the financial statements.

38. KOMITMEN DAN KONTINJENSI

Ikhtisar komitmen dan kontinjensi Bank yangdinyatakan dalam nilai kontrak adalah sebagai berikut:

38. COMMITMENTS AND CONTINGENCIES

The summary of the Bank's commitments and contingencies at contractual amounts is as follows:

	2019	2018	
Komitmen:			*Commitments:*
Tagihan komitmen:			*Commitments receivables:*
Pembelian *spot* dan *forward* valuta asing	-	29.815	*Purchases of spot and forward foreign currency purchased*
Liabilitas komitmen:			*Commitments liabilities:*
Fasilitas kredit yang belum Digunakan	(757.708)	(952.846)	*Unused loan facilities*
Penjualan *spot* dan *forward* valuta asing	(600.945)	(116.039)	*Sale of spot and forward foreign currency*
L/C yang masih beredar	(187.164)	(225.849)	*Outstanding irrevocable L/C*
Liabilitas Komitmen – Bersih	(1.545.817)	(1.264.919)	*Commitments Liabilities – Net*
Kontinjensi:			*Contingencies:*
Tagihan kontinjensi:			*Contingent receivables:*
Pendapatan bunga dalam Penyelesaian	6.348	6.285	*Past due interest revenues*
Liabilitas kontinjensi:			*Contingent liabilities:*
Garansi yang diterbitkan	(72.339)	(90.491)	*Guarantee issued*
Setoran titipan	-	-	*Deposits*
Lain-lain	(50.000)	(50.000)	*Others*
Liabilitas Kontinjensi – Bersih	(115.991)	(134.206)	*Contingent Liabilities – Net*
Jumlah Liabilitas Komitmen dan Kontinjensi – Bersih	**(1.661.808)**	**(1.515.164)**	***Total Commitments and Contingencies Liabilities – Net***

Pada tanggal 31 Desember 2019 dan 2018, Bank memiliki saldo transaksi komitmen dan kontinjensi dengan pihak-pihak berelasi masing-masing sebesar Rp1.026 dan Rp178 (Catatan 37).

As of December 31, 2019 and 2018, the Bank has commitments and contingencies transactions balances with related parties amounted to Rp1,026 and Rp178 respectively (Note 37).

39. KREDIT PENERUSAN DARI BANK INDONESIA

Pada tanggal 12 Mei 1999, Bank dengan Bank Indonesia (BI) menandatangani Perjanjian Kredit Penerusan kepada Pengusaha Kecil dan Pengusaha Mikro (KPKM), dimana BI menunjuk Bank sebagai penyalur Kredit Likuiditas Bank Indonesia (KLBI) untuk KPKM dan menyalurkan kepada debitur. Fasilitas yang diberikan kepada Bank adalah sebesar Rp 31.472. Jangka waktu pinjaman kepada debitur adalah 2 (dua) sampai 6 (enam) tahun dan fasilitas kepada Bank akan berakhir pada saat seluruh pinjaman pokok dan bunga yang tercantum dalam perjanjian telah dilunasi. Fasilitas kepada Bank dikenakan bunga sebesar 13% per tahun dan suku bunga KPKM kepada debitur sebesar 16% per tahun.

Bank tidak menanggung risiko kredit atas penyaluran KPKM tersebut.

39. CHANNELING LOANS FROM BANK INDONESIA

On May 12, 1999, Bank and Bank Indonesia (BI) entered into channeling loans agreement to provide loans to Small and Micro Enterprises (KPKM), whereby BI has appointed Bank to channel the Bank Indonesia Liquidity Loan (KLBI) for KPKM and provide the loan to its debtors. This facility amounting to Rp 31,472. The loan period to the Bank's debtors for 2 (two) to 6 (six) years and this facility will be expired after all principal and interest as stated in the loan agreement are being settled by the debtors. The facility to the Bank bears interest rate per annum of 13% and interest rate to its debtors for KPKM of 16% per annum.

The Bank is not responsible for credit risk of channeling loans to KPKM.

40. POSISI DEVISA BERSIH

Menurut ketentuan Bank Indonesia berdasarkan Peraturan Bank Indonesia (PBI) No.17/5/PBI/2015 tanggal 29 Mei 2015 perubahan keempat atas PBI No. 5/13/PBI/2003 tentang Posisi Devisa Bersih Bank Umum tanggal 17 Juli 2003, PDN ditetapkan maksimum sebesar 20% modal.

PDN adalah penjumlahan dari nilai absolut untuk jumlah dari selisih bersih aset dan liabilitas dalam laporan posisi keuangan untuk setiap mata uang asing dengan selisih bersih tagihan dan liabilitas komitmen dan kontinjensi dalam rekening administratif untuk setiap mata uang asing yang semuanya dinyatakan dalam Rupiah.

Pada tanggal 31 Desember 2019 dan 2018, PDN Bank adalah sebagai berikut:

40. NET OPEN POSITION

According to Bank Indonesia Regulation (PBI) No.17/5/PBI/2015 dated 29 Mei 2015 the fourth amendment to PBI No. 5/13/PBI/2003 concerning the Net Open Position (NOP) for Commercial Bank dated July 17,2003, NOP is required to maximum of 20% of capital.

NOP is the sum of the absolute values of the net difference between assets and liabilities in the statement of financial position for each foreign currency and the net difference between the receivables and payables both commitments and contingencies in the administrative account for each foreign currency, which are all stated in Rupiah.

As of December 31, 2019 and 2018, the Bank's NOP is as follows:

	2019			
Mata Uang	**Aset/ *Assets***	**Liabilitas/ *Liabilities***	**Posisi Devisa Bersih (nilai absolut)/*Net Open Position (absolute amount)***	***Currency***
Keseluruhan (laporan posisi keuangan dan rekening administratif)				*Aggregate (statement of financial position and administrative accounts)*
Dolar Amerika Serikat	2.270.247	1.666.385	6.668	*United States Dollar*
Dolar Singapura	224.090	228.057	3.967	*Singapore Dollar*
Poundsterling Inggris	17.224	-	6.281	*Great Britain Poundsterling*
Dolar Australia	3.900	2	3.898	*Australian Dollar*
Yen Jepang	3.034	839	2.195	*Japanese Yen*
Dolar Hong Kong	860	-	860	*Hong Kong Dollar*
Yuan China	610	-	610	*China Yuan*
Euro Eropa	7.473	369	6.506	*European Euro*
Jumlah	**2.527.438**	**1.895.652**	**30.985**	***Total***
Modal			**3.582.166**	***Capital***
Rasio Posisi Devisa Bersih			**0,86%**	***Net Open Position Ratio***

	2018			
Mata Uang	**Aset/ *Assets***	**Liabilitas/ *Liabilities***	**Posisi Devisa Bersih (nilai absolut)/*Net Open Position (absolute amount)***	***Currency***
Keseluruhan (laporan posisi keuangan dan rekening administratif)				*Aggregate (statement of financial position and administrative accounts)*
Dolar Amerika Serikat	2.096.597	2.134.613	38.016	*United States Dollar*
Dolar Singapura	211.645	209.885	1.760	*Singapore Dollar*
Poundsterling Inggris	2.520	-	2.520	*Great Britain Poundsterling*
Dolar Australia	1.727	61	1.666	*Australian Dollar*
Yen Jepang	1.733	1.672	61	*Japanese Yen*
Dolar Hong Kong	256	-	256	*Hong Kong Dollar*
Yuan China	713	-	713	*China Yuan*
Euro Eropa	2.961	4.404	1.443	*European Euro*
Jumlah	**2.318.152**	**2.350.635**	**46.435**	***Total***
Modal			**3.774.890**	***Capital***
Rasio Posisi Devisa Bersih			**1,23%**	***Net Open Position Ratio***

41. INFORMASI SEGMEN USAHA

Segmen Operasi

Segmen operasi dilaporkan sesuai dengan laporan internal yang disiapkan untuk pengambil keputusan operasional yang bertanggung jawab untuk mengalokasikan sumber daya ke segmen tertentu dan melakukan penilaian atas performanya. Seluruh segmen operasi yang digunakan oleh Bank telah memenuhi kriteria pelaporan berdasarkan PSAK 5 (Revisi 2009), "Segmen Operasi".

41. OPERATING SEGMENT INFORMATION

Operating Segment

Operating segments are reported in accordance with the internal reporting provided to the chief operating decision maker, which is responsible for allocating resources to the reportable segments and assesses its performance. All operating segments used by the Bank meet the definition of a reportable segment under PSAK 5 (Revised 2009), "Operating Segments".

41. INFORMASI SEGMEN USAHA (lanjutan)

Segmen Operasi (lanjutan)

Tidak terdapat pendapatan dari satu konsumen eksternal atau pihak lain yang mencapai 10% atau lebih dari jumlah pendapatan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018.

Bank memiliki empat pelaporan segmen. Di bawah ini merupakan penjelasan mengenai operasi dari masing-masing pelaporan segmen yang dimiliki olehBank:

- Produktif - termasuk pinjaman yang diberikan kepada sektor produktif, diantaranya, kredit modal kerja dan investasi.
- Konsumtif - termasuk pinjaman yang diberikan untuk keperluan konsumtif.
- Treasuri - segmen ini terkait dengan kegiatan treasuri Bank termasuk transaksi money market dan investasi dalam bentuk penempatan dan efek.
- Lain-lain - termasuk aktivitas back office dan divisi yang tidak menghasilkan laba.

41. OPERATING SEGMENT INFORMATION (continued)

Operating Segment (continued)

There was no revenue from the external customers or other parties that reached 10% or more of the Bank's income for the years ended December 31, 2019 and 2018.

The Bank has four reportable segments. The following describes the operations in each of the Bank's reportable segments:

- *Productive - includes loans disbursed to productive sectors, among others working capital and investment loans.*
- *Consumer - includes loans disbursed for consumptive purposes.*
- *Treasury - undertake the Bank's treasury activities which include money market and investment in placements and securities.*
- *Others - includes all back office processes and non-profit generating divisions in the Bank.*

2019

	Produktif/ *Productive*	**Konsumtif/ *Consumer***	**Treasuri/ *Treasury***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Pendapatan bunga	1.500.832	222.925	252.765	-	1.976.522	*Interest income*
Jumlah aset	10.800.417	2.936.480	7.014.874	4.780.270	25.532.041	*Total assets*
Cadangan kerugian penurunan nilai	(251.605)	(25.805)	(320)	(80.543)	(358.273)	*Allowance for impairment losses*

	Deposito/ *Deposits*	**Giro/ *Demand deposits***	**Tabungan/ *Saving deposits***	**Non DPK/ *Non DPK***	**Jumlah/ *Total***	
Beban bunga	(960.257)	(33.204)	(31.262)	(24.878)	(1.049.601)	*Interest expenses*
Jumlah liabilitas	14.159.953	4.495.854	1.593.985	746.014	20.995.806	*Total liabilities*

2018

	Produktif/ *Productive*	**Konsumtif/ *Consumer***	**Treasuri/ *Treasury***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Pendapatan bunga	1.837.419	212.912	213.453	-	2.263.784	*Interest income*
Jumlah aset	12.983.164	2.681.474	6.456.076	3.904.474	26.025.188	*Total assets*
Cadangan kerugian penurunan nilai	(532.012)	(56.307)	(339)	(44.543)	(633.201)	*Allowance for impairment losses*

	Deposito/ *Deposits*	**Giro/ *Demand deposits***	**Tabungan/ *Saving deposits***	**Non DPK/ *Non DPK***	**Jumlah/ *Total***	
Beban bunga	(955.525)	(44.881)	(34.352)	(29.654)	(1.064.412)	*Interest expenses*
Jumlah liabilitas	14.785.261	4.087.784	1.581.992	983.040	21.438.077	*Total liabilities*

Segmen Geografis

Bank beroperasi di dua wilayah geografis utama yaitu Daerah Khusus Ibukota Jakarta (DKI Jakarta) dan diluar DKI Jakarta.

Geographical Segment

The Bank is operating in two main geographic areas which consists of Special District of Jakarta (DKI Jakarta) and outside DKI Jakarta.

2019

Keterangan	**Jakarta/ *Jakarta***	**Jawa/ *Java***	**Sumatera/ *Sumatera***	**Sulawesi/ *Sulawesi***	**Kalimantan/ *Kalimantan***	**Lainnya/ *Other***	**Jumlah/ *Total***	***Description***
Pendapatan:								*Income:*
Pendapatan bunga dan operasional lainnya	1.777.004	95.133	74.507	67.344	32.932	36.379	2.083.299	*Interest income and other operating income*
Beban:								*Expenses:*
Beban bunga dan operasional lainnya	(1.887.661)	(93.554)	(49.469)	(58.990)	(26.018)	(39.622)	(2.155.314)	*Interest and other operating expenses*
Rugi operasional	(110.657)	1.579	25.038	8.354	6.914	(3.243)	(72.015)	*Loss from operations*
Rugi tahun berjalan	(96.832)	1.694	24.975	8.366	6.834	(3.382)	(58.345)	*Loss for the year*
Jumlah aset	18.855.227	2.209.061	2.771.619	1.017.421	160.550	518.163	25.532.041	*Total assets*

41. INFORMASI SEGMEN USAHA (lanjutan) / *41. OPERATING SEGMENT INFORMATION (continued)*

Segmen Geografis (lanjutan) / ***Geographical Segment (continued)***

Keterangan	2018 Jakarta/ *Jakarta*	Jawa/ *Java*	Sumatera/ *Sumatera*	Sulawesi/ *Sulawesi*	Kalimantan/ *Kalimantan*	Lainnya/ *Other*	Jumlah/ *Total*	*Description*
Pendapatan:								*Income:*
Pendapatan bunga dan operasional lainnya	1.854.557	208.358	115.882	53.325	35.697	69.795	2.337.614	*Interest income and other operating income*
Beban:								*Expenses:*
Beban bunga dan operasional lainnya	(1.665.848)	(187.647)	(220.723)	(89.829)	(21.394)	(66.059)	(2.251.500)	*Interest and other operating expenses*
Laba operasional	188.709	20.711	(104.841)	(36.504)	14.303	3.736	86.114	*Income from Operations*
Laba tahun berjalan	(69.116)	47.878	40.708	12.917	3.844	17.390	53.621	*Profit for the year*
Jumlah aset	18.801.993	2.142.068	3.010.926	1.115.094	171.280	783.827	26.025.188	*Total assets*

42. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM / *42. GOVERNMENT GUARANTEE ON OBLIGATIONS PAYMENT OF COMMERCIAL BANKS*

Berdasarkan Keputusan Presiden No. 26 Tahun 1998 yang dilaksanakan melalui Keputusan Menteri Keuangan tanggal 28 Januari 1998 dan Surat Keputusan Bersama Direksi Bank Indonesia dan Ketua Badan Penyehatan Perbankan Nasional (SKB BI dan BPPN) No. 30/270/KEP/DIR dan No.1/BPPN/1998 tanggal 6 Maret 1998, Pemerintah telah menjamin kewajiban tertentu dari seluruh bank umum yang berbadan hukum Indonesia.

Based on Decree of President of Republic Indonesia No. 26 of 1998 as implemented through the Decree of Minister of Finance dated January 28, 1998 and the Joint Decree between Bank Indonesia Board of Directors and Chairman of the Indonesian Bank Restructuring Agency (SKB BI and IBRA) No. 30/270/KEP/DIR andNo. 1/IBRA/1998 dated March 6, 1998, the Government has guaranteed certain obligations of all commercial banks incorporated in Indonesia.

Berdasarkan perubahan terakhir yang terdapat pada Keputusan Menteri Keuangan No. 179/KMK.017/2000 tanggal 26 Mei 2000, jaminan tersebut berlaku sejak tanggal 26 Januari 1998 sampai dengan 31 Januari 2001 dan dapat diperpanjang dengan sendirinya setiap 6 (enam) bulan berikutnya secara terus-menerus, kecuali apabila dalam waktu 6 (enam) bulan sebelum berakhirnya jangka waktu Program Penjaminan atau jangka waktu perpanjangannya, Menteri Keuangan mengumumkan pengakhiran dan atau perubahan Program Penjaminan tersebut untuk diketahui oleh umum. Atas penjaminan ini, Pemerintah membebankan premi yang dihitung berdasarkan persentase tertentu sesuai ketentuan yang berlaku.

Based on the latest amendment that are stated in the Decree of the Minister of FinanceNo. 179/KMK.017/2000 dated May 26, 2000, this guarantee is valid from the date of January 26, 1998 until January 31, 2001 and may be extended automatically every 6 (six) months continuously, unless within six (6) months before the expiration of a period Guarantee Program or its extension, the Minister of Finance announced the termination or alteration of the Guarantee Program to be known by the public. For this guarantee, the Government charges premium is calculated based on a certain percentage according to applicable regulations.

Sesuai dengan Peraturan Menteri Keuangan No. 17/PMK.05/2005 tanggal 3 Maret 2005, terhitung sejak tanggal 18 April 2005 jenis kewajiban bank umum yang dijamin berdasarkan Program Penjaminan Pemerintah meliputi giro, tabungan, deposito berjangka dan pinjaman yang diterima dari bank lain dalam bentuk transaksi pasar uang antar bank.

According to the Minister of Finance Regulation No. 17/PMK.05/2005 dated March 3, 2005, starting from April 18, 2005, commercial bank obligations guaranted by Government Guarantee Program included demand deposits, savings deposits, time deposits and borrowings from other banks in the form of inter-bank money market transactions.

42. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM (lanjutan)

Program Penjaminan Pemerintah melalui Unit Pelaksana Penjaminan Pemerintah (UP3) telah berakhir pada tanggal 22 September 2005, sebagaimana dinyatakan dalam Peraturan Menteri Keuangan No. 68/PMK.05/2005 tanggal 10 Agustus 2005 tentang "Perhitungan dan Pembayaran Premi Program Penjaminan Pemerintah terhadap Kewajiban Pembayaran Bank Umum" untuk periode 1 Juli sampai dengan 21 September 2005. Sebagai pengganti UP3, Pemerintah telah membentuk lembaga independen yaitu Lembaga Penjamin Simpanan (LPS) berdasarkan Undang-undang No. 24 Tahun 2004 tanggal 22 September 2004 tentang "Lembaga Penjamin Simpanan", dimana LPS menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan atau bentuk lainnya yang dipersamakan dengan itu.

Berdasarkan salinan Peraturan LPS No. 1/PLPS/2006 tanggal 9 Maret 2006 tentang "Program Penjaminan Simpanan" diatur besarnya saldo yang dijamin untuk setiap nasabah pada satu bank adalah paling tinggi sebesar Rp 100 juta.

Sesuai dengan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik menjadi sebesar Rp 2 miliar (Rupiah penuh) dari semula Rp 100 juta (Rupiah penuh), efektif sejak tanggal tersebut di atas.

Tingkat suku bunga penjaminan LPS untuk simpanan dalam Rupiah dan Dolar Amerika Serikat masing-masing sebesar 6,50% dan 2,00% pada tanggal 31 Desember 2019 6,75% dan 2,00% pada tanggal 31 Desember 2018.

Beban premi penjaminan yang dibayar kepada LPS untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp41.778 dan Rp48.108 (Catatan 32).

42. GOVERNMENT GUARANTEE ON OBLIGATIONS PAYMENT OF COMMERCIAL BANKS (continued)

The Government Guarantee Program through Government Guarantee Implementer Unit (UP3) expired on September 22, 2005, as stated in the Minister of Finance Regulation No. 68/PMK.05/2005 dated August 10, 2005 concerning "Premium Calculation and Payment of Government Guarantee Program on Commercial Bank Payment Obligations" for the period of July 1 up to September 21, 2005. As a successor of Government Guarantee Program, the Government has established anindependent institution that is Deposit Insurance Corporation (DIC) according to Law No. 24 Year 2004 dated September 22, 2004 about "Deposit Insurance Corporation", which DIC guarantees public funds including funds from other banks in form of demand deposits, time deposits, certificates of deposits, saving deposits, and or other similar forms with it.

According the copied of DIC Regulation No. 1/PLPS/2006 dated March 9, 2006 concerning "Deposits Guarantee Program", set the amount of the balance guaranteed for each customer on a bank is a maximum of Rp 100 million.

According to Government Regulation No.66 Year 2008 dated October 13, 2008 concerning "The amount of the Deposits that Guaranteed by Deposits Insurance Corporation" the value of each customer deposits in one bank that guaranteed by the Government raise to Rp 2 billion (full Rupiah amount) from Rp 100 million (full Rupiahamount), which effective since the date stated above.

DIC interest rate for deposits in Rupiah and United States Dollar amounted to 6,50% and 2,00% as of December 31, 2019, 6.75% and 2.00% as of December 31, 2018 respectively.

Insurance premium expense paid to DIC for the years ended December 31, 2019 and 2018 amounted to Rp41,778 and Rp48,108 respectively (Note 32).

43. MANAJEMEN RISIKO

I Kerangka Manajemen Risiko

Dalam menerapkan manajemen risiko, Bank Artha Graha Internasional selalu berupaya untuk melaksanakan strategi operasional yang selaras dengan:

- Pertumbuhan bisnis dan peningkatan pangsa pasar kredit, serta portofolio pendanaan.
- Peningkatkan efisiensi operasional Bank.
- Menjaga tingkat kebutuhan likuiditas dan modal minimum sesuai ketentuan regulator; dan
- Implementasi manajemen risiko yang berorientasi bisnis.

Untuk mencapai hal tersebut, dibutuhkan kerangka dasar manajemen risiko yang kuat, yaitu suatu kesatuan dari proses manajemen risiko dalam pengelolaan bisnis serta kegiatan operasional Bank.

43. RISK MANAGEMENT

I Risk Management Framework

In implementing risk management, Bank Artha Graha International always strives to implement operational strategies that are aligned with:

- *Business growth and an increase in credit market share, and funding portfolios.*
- *Improve the efficiency of the Bank's operations.*
- *Maintain the minimum level of liquidity and capital requirements in accordance with regulatory requirements; and*
- *Implementation of business-oriented risk management*

To achieve this, a strong basic risk management framework is needed, which is a unity of the risk management process in business management and Bank operations.

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

Bank Artha Graha Internasional telah memiliki kerangka dasar manajemen risiko yang mencakup keseluruhan lingkup aktivitas usaha, transaksi dan produk Bank, termasuk produk dan aktivitas baru.

Hal tersebut berdasarkan pada prinsip-prinsip dasar pengelolaan risiko yang berlaku dengan menjaga keseimbangan antara fungsi pengendalian usaha yang efektif, kebijakan yang jelas dalam pengelolaan risiko, dan target bisnis yang ditetapkan sebelumnya.

Kerangka dasar manajemen risiko tersebut dilaksanakan sesuai dengan Peraturan Otoritas Jasa Keuangan No.18/POJK.03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum, yang terdiri dari :

1. Pengawasan aktif Direksi dan Dewan Komisaris

- Penerapan manajemen risiko melibatkan pengawasan aktif oleh Direksi dan Dewan Komisaris Bank. Pengawasan dilakukan sesuai tugas dan tanggung jawab yang diemban dan dilakukan secara berkala dan konsisten, sekurang-kurangnya setiap bulan. Dalam hal ini, Dewan Komisaris bertanggung jawab untuk melakukan pengawasan terhadap penerapan manajemen risiko secara menyeluruh, termasuk memberikan persetujuan atas kebijakan, memberikan batasan risiko sebagai acuan pengambilan risiko oleh Bank, serta melakukan pengawasan atas pelaksanaannya. Dalam melaksanakan tanggung jawab tersebut, Dewan Komisaris dibantu oleh Komite Audit, Komite Pemantau Risiko, serta Komite Remunerasi dan Nominasi.

- Sedangkan, Direksi bertanggungjawab untuk melakukan pengelolaan risiko, memastikan efektivitas manajemen risiko, memastikan kepatuhan terhadap risk appetite, mengembangkan budaya manajemen risiko, serta memberikan perhatian khusus pada area risiko tertentu. Dalam melaksanakan tanggung jawab tersebut, Direksi telah membentuk komite yang membantu pelaksanaan tugas dan tanggung jawabnya, yang terdiri dari Komite Manajemen Risiko, Komite Kredit, Asset and Liability Committee (ALCO), serta Komite Pemantau Teknologi Informasi. Selain itu, Direksi juga telah membentuk satuan dan Direktorat lain, yaitu Satuan Kerja Audit Internal (SKAI), Direktorat Manajemen Risiko (Direktorat Risiko Kredit dan Direktorat Non Risiko Kredit) dan Direktorat Kepatuhan.

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

Bank Artha Graha Internasional has a basic risk management framework that covers the entire scope of business activities, transactions and products of the Bank, including new products and activities.

This is based on the basic principles of risk management that apply by maintaining a balance between the effective business control function, clear policies on risk management, and business targets that are set in advance.

The basic framework for risk management is carried out in accordance with Financial Services Authority Regulation No.18 / POJK.03 / 2016 concerning Application of Risk Management for Commercial Banks, which consists of:

1. Active supervision by the Directors and the Board of Commissioners

- *The implementation of risk management involves active supervision by the Directors and Board of Commissioners of the Bank. Supervision is carried out according to the duties and responsibilities assumed and carried out regularly and consistently, at least every month. In this case, the Board of Commissioners is responsible for supervising the implementation of risk management as a whole, including giving approval to policies, providing risk limits as a reference for taking risk by the Bank, and conducting oversight of its implementation. In carrying out these responsibilities, the Board of Commissioners is assisted by the Audit Committee, the Risk Monitoring Committee, and the Remuneration and Nomination Committee.*

- *Meanwhile, the Board of Directors is responsible for managing risk, ensuring the effectiveness of risk management, ensuring compliance with risk appetite, developing a risk management culture, and paying special attention to certain risk areas. In carrying out these responsibilities, the Board of Directors has formed a committee that helps carry out its duties and responsibilities, which consists of the Risk Management Committee, the Credit Committee, the Asset and Liability Committee (ALCO), and the Information Technology Monitoring Committee. In addition, the Board of Directors has also formed other units and Directorates, namely the Internal Audit Work Unit (SKAI), the Directorate of Risk Management (the Directorate of Credit Risk and the Directorate of Non-Credit Risk) and the Compliance Directorate.*

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

2. Kecukupan kebijakan dan prosedur Manajemen Risiko serta penetapan limit Risiko

- Kebijakan dan prosedur manajemen risiko Bank Artha Graha Internasional telah disusun berdasarkan seluruh aktivitas Bank serta produk dan jasa layanan yang diberikan. Hal tersebut ditetapkan secara jelas dengan cakupan yang selaras dengan Visi, Misi serta strategi bisnis Bank. Adapun kebijakan pedoman dan prosedur manajemen risiko yang dikeluarkan oleh Bank merupakan bagian dari sistem dan prosedur yang wajib dipatuhi oleh seluruh jajaran Bank.

- Dalam menetapkan kebijakan dan prosedur manajemen risiko, Bank menetapkan limit risiko yang telah diusulkan oleh unit-unit kerja operasional dan disampaikan kepada Direktorat Risk Management untuk dianalisis. Kajian manajemen risiko akan direkomendasikan kepada Komite Manajemen Risiko untuk diusulkan kepada Direksi guna pengambilan keputusan. Hasil penetapan limit risiko tersebut dituangkan dalam kebijakan, pedoman dan prosedur manajemen risiko agar dapat dikelola secara tepat.

- Guna memastikan kecukupannya, kebijakan, prosedur dan limit risiko senantiasa diawasi dan di-review secara periodik oleh unit-unit kerja operasional dan pelaksana fungsi manajemen risiko. Proses review yang dilakukan memperhatikan perubahan seluruh aspek internal dan eksternal Bank, termasuk perubahan ketentuan perbankan oleh regulator sehingga sejalan dengan perkembangan bisnis Bank dan ketentuan regulator yang berlaku. Selain itu, proses review penetapan limit yang terkait dengan setiap jenis risiko dilakukan dengan mempertimbangkan perkembangan bisnis, kompleksitas aktivitas, karakteristik produk atau jasa, data historis, maupun kecukupan modal yang tersedia.

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

2. Adequacy of Risk Management policies and procedures and determination of Risk limits

- *Bank Artha Graha International's risk management policies and procedures have been prepared based on all Bank activities and products and services provided. This is clearly defined with coverage that is in line with the Bank's Vision, Mission and business strategy. The risk management guidelines and procedures issued by the Bank are part of the system and procedures that must be complied with by all levels of the Bank.*

- *In setting risk management policies and procedures, the Bank sets risk limits that have been proposed by operational work units and submitted to the Directorate of Risk Management for analysis. The risk management review will be recommended to the Risk Management Committee to be proposed to the Directors for decision making. The results of the determination of risk limits are outlined in risk management policies, guidelines and procedures so that they can be managed appropriately.*

- *To ensure its adequacy, policies, procedures and risk limits are constantly monitored and periodically reviewed by operational work units and implementing risk management functions. The review process carried out considers changes in all internal and external aspects of the Bank, including changes in banking regulations by regulators so that it is in line with the development of the Bank's business and applicable regulatory provisions. In addition, the process of reviewing limit setting related to each type of risk is carried out by considering business development, complexity of activities, characteristics of products or services, historical data, and available capital adequacy.*

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian Risiko, serta sistem informasi Manajemen Risiko

- Proses manajemen risiko, yakni identifikasi, pengukuran, pemantauan dan pengendalian risiko, mulai dilakukan pada masing-masing unit kerja, di mana risiko tersebut melekat, sesuai dengan kebijakan terkait. Sedangkan, Direktorat Manajemen Risiko berperan dalam menetapkan kebijakan dan prosedur manajemen risiko disertai dengan cara dan metodologinya, serta melakukan serangkaian proses untuk mengumpulkan, menganalisa, dan menguji pengukuran serta melaporkan risiko yang disampaikan para pemilik risiko tersebut. Laporan hasil Direktorat Manajemen Risiko, yang dimuat dalam Laporan Profil Risiko, disampaikan kepada Direksi dan Komite Manajemen Risiko secara bulanan, serta kepada Otoritas Jasa Keuangan secara triwulanan dengan tepat waktu. Penyampaian laporan tersebut disertai dengan penyampaian beberapa jenis laporan lainnya kepada manajemen terkait.

  Adapun penerapan proses manajemen risiko tersebut dijelaskan sebagai berikut:

  i. *Front office*, merupakan jabatan kerja operasional yang dimiliki oleh Bank dalam melaksanakan transaksi secara langsung, sesuai dengan tugas dan tanggung jawabnya masing-masing, serta mengelola portofolio Bank, dengan tetap memperhatikan konsep yang ditetapkan oleh manajemen risiko, yaitu:

     a. Account Officer, Pimpinan Cabang, dan Direktorat Kredit terkait : melakukan analisis kredit, rating kredit, pengawasan kredit (account supervisory), pengelolaan kredit (account maintenance), dan monitoring kredit;

     b. Direktorat Treasury, yaitu Dealer dan Treasury Marketing Unit: melakukan pengelolaan dan pengawasan risiko pasar dan risiko likuiditas; dan

     c. Unit kerja operasional lainnya, yaitu Customer Service, Teller dan Kepala Kantor Layanan : melakukan pengelolaan dan pengawasan risiko operasional di Kantor Layanan.

  Dalam rangka menerapkan prinsip kehati-hatian (prudential principles) dan penerapan sistem peringatan dini (early warning system), Direktorat Manajemen Risiko dilibatkan dalam siklus proses aktivitas front office, dengan cara:

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

3. Adequacy of the process of identifying, measuring, monitoring and controlling Risk, as well as the Risk Management information system

- *The risk management process, i.e. identification, measurement, monitoring and risk control, starts to be carried out in each work unit, where the risk is inherent, in accordance with the relevant policies. Meanwhile, the Directorate of Risk Management plays a role in establishing policies and procedures for risk management accompanied by the method and methodology, as well as carrying out a series of processes to collect, analyze, and test measurements and report risks presented by the risk owners. Reports on the results of the Directorate of Risk Management, which are published in the Risk Profile Report, are submitted to the Directors and Risk Management Committee on a monthly basis, as well as to the Financial Services Authority on a quarterly basis in a timely manner. Submission of the report is accompanied by the submission of several other types of reports to related management.*

  The application of the risk management process is explained as follows:

  i. Front office, is an operational work position owned by the Bank in carrying out transactions directly, in accordance with their respective duties and responsibilities, as well as managing the Bank's portfolio, with due regard to the concepts set by risk management, namely:

     a. Account Officers, Branch Managers and related Credit Directorates: conducting credit analysis, credit rating, credit supervision (account supervisory), credit management (account maintenance), and credit monitoring;

     b. Treasury Directorate, namely Dealer and Treasury Marketing Unit: carry out management and supervision of market risk and liquidity risk; and

     c. Other operational work units, namely Customer Service, Tellers and Heads of Service Offices: carry out operational risk management and supervision at the Service Office.

  In order to apply the prudential principles and the application of an early warning system, the Directorate of Risk Management is involved in the process cycle of front office activities, by:

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian Risiko, serta sistem informasi Manajemen Risiko (lanjutan)

- Melakukan review independen kredit terhadap calon debitur sesuai batasan/limit dan ketentuan yang ditetapkan oleh Direksi;
- Melakukan identifikasi dan penilaian risiko atas setiap permohonan penyimpangan dari ketentuan operasi yang diajukan oleh unit kerja operasional sesuai batasan/limit dan ketentuan yang ditetapkan oleh Direksi; dan
- Melakukan kajian risiko atas setiap rencana penerbitan produk atau aktivitas baru dan menganalisa risiko atas proses user acceptance test (UAT) untuk pengembangan produk atau aktivitas yang telah ada maupun rencana penerbitan produk atau aktivitas baru, serta memberikan rekomendasi berupa saran dan masukan terhadap setiap draft kebijakan dan prosedur yang akan diterbitkan oleh Bank

ii. *Middle office* (unit manajemen risiko) merupakan bagian pendukung operasional yang diantaranya melakukan pengaturan dan penyusunan pedoman/ prosedur operasional serta pengawasan operasional, serta melakukan manajemen portofolio secara bank wide, yaitu:

a. Direktorat Manajemen Risiko

- Mengembangkan prosedur dan alat untuk identifikasi, pengukuran, pemantauan, dan pengendalian risiko.
- Mendesain dan menerapkan perangkat yang dibutuhkan dalam penerapan manajemen risiko.
- Memantau atas implementasi kebijakan, strategi, dan kerangka manajemen risiko yang direkomendasikan oleh Komite Manajemen Risiko dan yang telah disetujui oleh Direksi bersama Komisaris.
- Memantau posisi/eksposur risiko secara keseluruhan (portofolio), maupun per jenis risiko termasuk pemantauan kepatuhan terhadap toleransi risiko dan limit risiko yang ditetapkan oleh Direksi.
- Melakukan stress testing guna mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko terhadap portofolio atau kinerja Bank secara keseluruhan.

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

3. Adequacy of the process of identifying, measuring, monitoring and controlling Risk, as well as the Risk Management information system (continued)

- *Conducting an independent credit review of prospective debtors in accordance with the limits and limits set by the Directors;*
- *Identifying and assessing risk for each request for deviation from the operational provisions submitted by the operational work unit in accordance with the limits / limits and conditions set by the Directors; and*
- *Conduct a risk assessment of each new product or activity issuance plan and analyze the risk of the user acceptance test (UAT) process for the development of existing products or activities or plans for the issuance of new products or activities, and provide recommendations in the form of suggestions and input on each draft policy and procedures to be issued by the Bank*

ii. Middle office (risk management unit) is a part of operational support which includes conducting and preparing operational guidelines / procedures and operational supervision, as well as carrying out portfolio management on a bank wide basis, namely:

a. Directorate of Risk Management

- *Develop procedures and tools for identification, measurement, monitoring and risk control.*
- *Design and implement the tools needed in the application of risk management.*
- *Monitor the implementation of policies, strategies and risk management framework recommended by the Risk Management Committee and which has been approved by the Board of Directors together with the Board of Commissioners.*
- *Monitor overall risk position / exposure (portfolio), as well as by type of risk including monitoring compliance with risk tolerance and risk limits set by the Directors.*
- *Conduct stress testing to determine the impact of the implementation of risk management policies and strategies on the portfolio or the Bank's overall performance.*

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko, serta sistem informasi manajemen risiko (lanjutan).

a. Direktorat Manajemen Risiko (lanjutan)

- Memberikan rekomendasi kepada unit kerja bisnis dan/atau kepada Komite Manajemen Risiko terkait penerapan manajemen risiko antara lain mengenai besaran atau maksimum eksposur risiko yang dapat dipelihara Bank.

b. Sub Direktorat Sistem dan Prosedur

- Berperan dalam mempersiapkan pedoman dan prosedur operasional Bank.

iii. *Back office* merupakan bagian akhir dari proses operasional yang diantaranya melakukan penyelesaian transaksi dan pengambilan keputusan diantaranya:

a. Direktorat Manajemen Risiko

- Memberikan masukan kepada Komite Manajemen Risiko dalam penyusunan kebijakan, pedoman, strategi, dan kerangka manajemen risiko;
- Menyusun dan menyampaikan laporan profil risiko kepada Direksi, Komite Manajemen Risiko dan Komite Pemantau Risiko secara bulanan dan kepada regulator secara triwulanan. Frekuensi laporan akan ditingkatkan apabila kondisi pasar berubah dengan cepat;
- Melaksanakan kaji ulang secara berkala dengan frekuensi yang disesuaikan dengan kebutuhan Bank, untuk memastikan:
  - Kecukupan kerangka manajemen risiko;
  - Keakuratan metodologi penilaian risiko; dan
  - Kecukupan sistem informasi manajemen risiko.

b. Direktorat Kredit dan Komite Kredit

- Melakukan pengelolaan batas limit risiko kredit dan penagihan kredit bermasalah oleh Remedial;

c. Direktorat Operasi, yaitu Sub Direktorat Treasury Operation and Exim

- Melakukan pengelolaan risiko settlement.

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

3. Adequacy of risk identification, measurement, monitoring and control processes, and risk management information systems (continued).

a. Directorate of Risk Management (continued)

- *Providing recommendations to business units and / or to the Risk Management Committee related to the implementation of risk management, including the amount or maximum risk exposure that can be maintained by the Bank.*

b. Sub Directorate of Systems and Procedures

- *Plays a role in preparing the guidelines and operational procedures of the Bank.*

iii. The back office is the final part of the operational process which includes completing transactions and making decisions including:

a. Directorate of Risk Management

- *Provide input to the Risk Management Committee in the preparation of policies, guidelines, strategies, and risk management frameworks;*
- *Prepare and submit risk profile reports to the Board of Directors, the Risk Management Committee and the Risk Monitoring Committee on a monthly basis and to regulators on a quarterly basis. Report frequency will be increased if market conditions change quickly;*
- *Carry out periodic reviews with a frequency that is tailored to the needs of the Bank, to ensure:*
  - *Adequacy of the risk management framework;*
  - *The accuracy of the risk assessment methodology; and*
  - *Adequacy of risk management information systems.*

b. Credit Directorate and Credit Committee

- *Manage Remedial credit risk limits and collection of problem loans*

c. Directorate of Operations, Sub Directorate of Treasury Operations and Exim:

- *Conducts settlement risk management.*

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko, serta sistem informasi manajemen risiko (lanjutan).

Sistem informasi manajemen risiko

- Sistem informasi manajemen risiko harus mendukung pelaksanaan pelaporan kepada Bank Indonesia dan/atau Otoritas Jasa Keuangan serta manajemen sebagai dasar pengambilan keputusan.
- Direktorat Manajemen Risiko menyusun laporan profil risiko secara berkala kepada Otoritas Jasa Keuangan, Direksi, Komite Manajemen Risiko dan Komite Pemantau Risiko. Selain itu melaporkan pemantauan dan hasil perhitungan stress testing kepada Direksi, Komite Manajemen Risiko dan Komite Pemantau Risiko secara berkala dalam rangka mitigasi risiko dan menetapkan tindakan yang diperlukan.
- Kecukupan cakupan informasi yang dihasilkan dari sistem informasi manajemen risiko harus direview secara berkala untuk memastikan bahwa cakupan tersebut telah memadai sesuai perkembangan tingkat kompleksitas kegiatan usaha Bank.

4. Sistem pengendalian internal yang menyeluruh

Sistem pengendalian intern Bank yang handal dan efektif menjadi tanggung jawab dari seluruh unit kerja operasional dan unit kerja pendukung serta Satuan Kerja Audit Intern (SKAI).

Fungsi yang menjalankan pengawasan dalam pengendalian intern diantaranya:

a. Pengawasan melekat oleh Unit Kontrol untuk pengawasan kepatuhan Bank terhadap ketentuan internal Bank.
b. Pengawasan melekat oleh Direktorat Kepatuhan untuk pengawasan kepatuhan Bank terhadap ketentuan eksternal Bank.
c. Direktorat Manajemen Risiko melaksanakan kaji ulang secara berkala dengan frekuensi yang disesuaikan kebutuhan Bank, untuk memastikan:
   - Kecukupan kerangka manajemen risiko.
   - Keakuratan metodologi penilaian risiko.
   - Kecukupan sistem informasi manajemen risiko.

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

3. Adequacy of risk identification, measurement, monitoring and control processes, and risk management information systems (continued).

Risk management information system

d. The risk management information system must support the implementation of reporting to Bank Indonesia and / or the Financial Services Authority and management as a basis for decision making..

e. The Risk Management Directorate prepares regular risk profile reports to the Financial Services Authority, Directors, Risk Management Committee and Risk Monitoring Committee. Besides reporting the monitoring and the results of stress testing calculations to the Directors, Risk Management Committee and Risk Monitoring Committee on a regular basis in order to mitigate risk and determine the actions needed.

f. The adequacy of the scope of information generated from the risk management information system must be reviewed periodically to ensure that the coverage is adequate in accordance with the development of the level of complexity of the Bank's business activities.

4. A comprehensive internal control system

A reliable and effective Bank internal control system is the responsibility of all operational work units and supporting work units as well as the Internal Audit Work Unit (SKAI).

Functions that carry out supervision in internal control include:

a. Supervision is attached by the Control Unit to supervise the Bank's compliance with the Bank's internal regulations.
b. Inherent supervision by the Compliance Directorate for supervision of Bank compliance with external provisions of the Bank.
c. The Risk Management Directorate conducts periodic reviews with a frequency that is adjusted to the needs of the Bank, to ensure:
   - *Adequacy of the risk management framework.*
   - *The accuracy of the risk assessment methodology.*
   - *Adequacy of risk management information systems.*

43. MANAJEMEN RISIKO (lanjutan)

I Kerangka Manajemen Risiko (lanjutan)

4. Sistem pengendalian internal yang menyeluruh (lanjutan)

d. Satuan Kerja Audit Intern (SKAI) melakukan:

- Kaji ulang penerapan manajemen risiko secara berkala.
- Pemeriksaan sampling secara periodik dan berdasarkan basis risiko.

Kerangka dasar manajemen risiko tersebut direviu secara periodik dan jika diperlukan dapat direvisi sesuai dengan perkembangan kompleksitas usaha dan risiko Bank, ketentuan Bank Indonesia dan/atau berdasarkan "best practices" perbankan terkini.

II Struktur Organisasi

Sebagaimana telah dijelaskan sebelumnya, pengelolaan manajemen risiko di tingkat Direksi secara khusus menjadi tanggung jawab Direktorat Manajemen Risiko yang berada di bawah Direktur Kepatuhan dan Manajemen Risiko. Direktorat Manajemen Risiko dibagi menjadi 2 Direktorat, yaitu Direktorat Risiko Kredit yang beranggotakan 9 orang dan Direktorat Non Risiko Kredit yang beranggotakan 8 orang.

Penetapan struktur organisasi manajemen risiko tersebut diharapkan dapat lebih meningkatkan kedalaman, sensitivitas, dan kualitas penerapan proses manajemen risiko dari segi identifikasi, kajian, analisa, review, penilaian, pengukuran, penelitian, pemantauan dan pengendalian risiko yang dikelola oleh Bank.

III Profil Risiko

PT Bank Artha Graha Internasional Tbk menyadari bahwa semua kegiatan bisnis atau transaksi Bank, baik yang berasal dari aset maupun pasiva, dapat berpotensi menimbulkan berbagai jenis risiko. Oleh karenanya, Bank telah mengidentifikasi risiko-risiko yang dihadapi, yang meliputi risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko stratejik, risiko kepatuhan, dan risiko reputasi.

Dalam mengelola risiko-risiko tersebut, Bank Artha Graha Internasional secara bertahap dan berkelanjutan melakukan berbagai pengembangan dan penyempurnaan aspek dan komponen penerapan manajemen risiko, sesuai dengan mengenai Penerapan Manajemen Risiko pada Perbankan Nasional. Pengembangan dan penyempurnaan tersebut antara lain terkait dengan kebijakan dan prosedur manajemen risiko, kajian/analisa risiko, pengukuran/penilaian risiko, pengelolaan database risiko dan budaya risiko (*risk culture*).

43. RISK MANAGEMENT (continued)

I Risk Management Framework (continued)

4. A comprehensive internal control system (continued)

d. The Internal Audit Work Unit (SKAI) carries out:

- *Periodically review the application of risk management*
- *Periodic sampling checks and based on risk basis.*

The basic framework for risk management is reviewed periodically and if necessary it can be revised in accordance with the development of Bank business complexity and risk, Bank Indonesia regulations and / or based on the latest banking "best practices".

II Organizational structure

As explained earlier, risk management at the Board of Directors level is specifically the responsibility of the Directorate of Risk Management under the Director of Compliance and Risk Management. The Risk Management Directorate is divided into 2 Directorates, namely the Directorate of Credit Risk which has 9 members and the Directorate of Non Credit Risk which has 8 members.

The determination of the risk management organizational structure is expected to further enhance the depth, sensitivity, and quality of the application of the risk management process in terms of identification, study, analysis, review, assessment, measurement, research, monitoring and risk control managed by the Bank.

III Risk Profile

PT Bank Artha Graha Internasional Tbk realizes that all business activities or Bank transactions, both from assets and liabilities, can potentially lead to various types of risks. Therefore, the Bank has identified the risks faced, which include credit risk, market risk, liquidity risk, operational risk, legal risk, strategic risk, compliance risk, and reputation risk.

In managing these risks, Bank Artha Graha Internasional has gradually and continuously carried out various development and improvement of aspects and components in implementing risk management, in accordance with the Implementation of Risk Management in National Banking. These developments and improvements are related to risk management policies and procedures, risk assessment / analysis, risk measurement / assessment, risk database management and risk culture.

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

Sebagai bagian dari implementasi regulasi Basel terkini, Bank telah mempersiapkan untuk penggunaan metode internal dalam pengukuran risiko sebagai berikut:

- Untuk mendukung proses perhitungan alokasi modal risiko kredit, Bank telah mempersiapkan infrastruktur dan metodologi *Internal Rating Based Approach* (IRBA) melalui implementasi aplikasi *Credit Risk Rating* (CRR). Bank juga telah mengumpulkan database risiko kredit dan menyempurnakan proses serta prosedur internal sehingga Bank diharapkan dapat memperoleh data yang akurat dan terpercaya untuk menunjang perhitungan sesuai dengan metodologi IRBA yang akan digunakan.

- Bank telah melakukan pengembangan dan simulasi metodologi perhitungan kebutuhan modal internal untuk menutupi risiko pasar dengan menggunakan metode internal VaR (*Value at Risk*) melalui aplikasi *Market Risk Measurement* (MRM).
- Bank telah melakukan pengelolaan pencatatan data kerugian dan potensi kerugian yang terjadi pada Satuan Kerja Operasional (Risk Taking Unit) secara periodik melalui aplikasi Tools Loss Event (TLE) dan Potential Loss Event (PLE) yang telah diimplementasikan secara online di seluruh cabang. Pengelolaan data kerugian tersebut sebagai salah satu data input dalam penilaian parameter Profil Risiko Operasional yang dipetakan sesuai frekuensi kejadian dan dampaknya. Aplikasi TLE akan dikembangkan Bank menjadi perhitungan modal dengan menggunakan pendekatan standar.

1. Risiko Kredit

Risiko kredit adalah risiko akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban kepada Bank. Risiko kredit dikelola baik pada tingkat transaksi (individual) maupun portofolio serta pelaksanaan stress testing. Pengelolaan risiko kredit dirancang untuk menjaga independensi dan integritas proses penilaian risiko serta diversifikasi risiko kredit.

a. Risiko kredit maksimum

Untuk aset keuangan yang diakui di laporan posisi keuangan, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat. Untuk bank garansi dan irrevocable L/C, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank jika liabilitas atas bank garansi dan irrevocable L/C terjadi.

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

As part of the implementation of the latest Basel regulations, the Bank has prepared for the use of internal methods in measuring risk as follows:

- *To support the credit risk capital allocation process, the Bank has prepared the Internal Rating Based Approach (IRBA) infrastructure and methodology through the implementation of the Credit Risk Rating (CRR) application. The Bank has also collected a credit risk database and refined internal processes and procedures so that the Bank is expected to obtain accurate and reliable data to support calculations in accordance with the IRBA methodology to be used.*

- *The Bank has developed and simulated the methodology for calculating internal capital requirements to cover market risk by using Value at Risk internal methods, through the application of Market Risk Measurement (MRM).*
- *The Bank has managed to record data on loss and potential losses that occur at the Risk Taking Unit periodically through the Tools Loss Event (TLE) and Potential Loss Event (PLE) applications that have been implemented online in all branches. The management of loss data is one of the input data in the assessment of Operational Risk Profile parameters mapped according to the frequency of events and their impact. The TLE application will be developed by the Bank into a capital calculation using a standardized approach.*

1. Credit Risk

Credit risk is a risk due to the failure of the debtor and/or other parties to fulfill obligations to the Bank. Credit risk is managed at both the transaction (individual) and portfolio levels as well as implementing stress testing. Credit risk management is designed to maintain the independence and integrity of the risk assessment process and diversification of credit risk.

a. Maximum credit risk

For financial assets recognized in the statement of financial position, the maximum exposure to credit risk is equal to the carrying amount. For bank guarantees and irrevocable L / C, the maximum exposure to credit risk is the maximum value that must be paid by the Bank if liabilities on bank guarantees and irrevocable L / C occur.

43. MANAJEMEN RISIKO (lanjutan)

43. RISK MANAGEMENT (continued)

III Profil Risiko (lanjutan)

III Risk Profile (continued)

1. Risiko Kredit (lanjutan)

1. Credit Risk (continued)

a. Risiko kredit maksimum (lanjutan)

a. Maximum credit risk (continued)

Tabel berikut menyajikan eksposur maksimum Bank terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan dan rekening adiministratif, tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya.

The following table presents the Bank's maximum exposure to credit risk for financial instruments in the statement of financial position and administrative accounts, without taking into account the collateral held or other credit protection.

	2019	2018	
Laporan posisi keuangan			***Statement offinancial position***
Giro pada Bank Indonesia	1.491.352	1.387.519	*Current accounts with Bank Indonesia*
Giro pada bank lain	365.143	324.696	*Current accounts withother Banks*
Penempatan pada Bank Indonesia dan Bank lain	1.639.873	2.203.102	*Placements with Bank Indonesia and other Banks*
Efek-efek	1.825.746	1.740.427	*Marketable securities*
Efek-efek yang dibeli dengan janji djual kembali	1.637.441	764.958	*Securities purchased under agreement to resell*
Tagihan derivatif	6.910	657	*Derivative receivables*
Pendapatan bunga yang masih akan diterima	131.194	130.071	*Accrued interest receivables*
Kredit yang diberikan	13.736.897	15.664.638	*Loans*
Tagihan akseptasi	48.409	35.056	*Acceptance receivables*
Penyertaan saham	137	137	*Investment inshares of stock*
Aset lain-lain:			*Other assets*
Setoran jaminan dan tagihan	150.164	29.833	*Guarantee deposits and receivables*
Jumlah	**21.033.266**	**22.281.094**	***Total***

Tabel berikut menyajikan eksposur maksimum Bank terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan dan rekening adiministratif, tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya.

The following table presents the Bank's maximum exposure to credit risk of on statement of financial position and off statement of financial position items, without taking into account any collateral held or other credit enhancement.

	2019	2018	
Rekening administratif			***Administrative accounts***
Fasilitas kredit yang belum Digunakan	(757.708)	(352.735)	*Unused loan commitments*
Garansi yang dterbitkan	(72.339)	(90.491)	*Guarantee issued*
L/C yang masih beredar	(187.164)	(225.849)	*Outstanding irrevocable L/C*
Jumlah	**(1.017.211)**	**(669.075)**	***Total***

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan sektor industri adalah sebagai berikut:

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk

The disclosure on the maximum credit risk concentration by industry sector s as follows:

2019

	Pemerintah/ *Gove rnment*	Bank/ *Bank*	Lembaga Keuangan Bukan Bank/ *Non Bank Financial Institution*	Industri Pengolahan/ *Manufacturing*	Jasa-jasa Dunia Usaha/ *Trade Services*	Perusahaan Lainnya dan Perseorangan/ *Other Companies and Individual*	Jumlah/ *Total*	
Giro pada Bank Indonesia	1.491.352	-	-	-	-	-	1.491.352	*Current account with Bank Indonesia*
Giro pada bank lain	-	365.143	-	-	-	-	365.143	*Current account with other bank*
Penempatan pada Bank Indonesia dan bank lain	1.639.873	-	-	-	-	-	1.639.873	*Placements with Bank Indonesia and other banks*
Efek-efek	852.746	-	973.000	-	-	-	1.825.746	*Marketable securities*
Efek-efek yang dibeli dengan janji djual kembali	-	1.637.441	-	-	-	-	1.637.441	*Securities purchased under agreement to resell*
Tagihan derivatif	-	6.910	-	-	-	-	6.910	*Derivative Receivables*
Pendapatan bunga yang masih harus diterima	10.198	-	2.222	7.095	9.848	101.831	131.194	*Accrued interest receivables*
Kredit yang diberikan	-	-	252.946	911.514	588.324	11.984.113	13.736.897	*Loans*
Tagihan akseptasi	-	-	-	-	-	48.409	48.409	*Acceptance Receivables*
Penyertaan saham	-	-	-	-	-	137	137	*Investment in shares of stock*
Aset lain-lain: Setoran jaminan dan tagihan	-	-	-	-	-	150.164	150.164	*Other assets Guarantee deposits and receivables*
Jumlah	**3.994.169**	**2.009.494**	**1.228.168**	**918.609**	**598.172**	**12.284.654**	**21.033.266**	***Total***

2018

	Pemerintah/ *Gove rnment*	Bank/ *Bank*	Lembaga Keuangan Bukan Bank/ *Non Bank Financial Institution*	Industri Pengolahan/ *Manufacturing*	Jasa-jasa Dunia Usaha/ *Trade Services*	Perusahaan Lainnya dan Perseorangan/ *Other Companies and Individual*	Jumlah/ *Total*	
Giro pada Bank Indonesia	1.387.519						1.387.519	*Current account with Bank Indonesia*
Giro pada bank lain	-	324.696	-	-	-	-	324.696	*Current account with other bank*
Penempatan pada Bank Indonesia dan bank lain	1.843.602	359.500	-	-	-	-	2.203.102	*Placements with Bank Indonesia and other banks*
Efek-efek	1.562.646	35.019	88.039	-	-	54.723	1.740.427	*Marketable securities*
Efek-efek yang dibeli dengan janji djual kembali	764.958	-	-	-	-	-	764.958	*Securities purchased under agreement to resell*
Tagihan derivatif	-	657	-	-	-	-	657	*Derivative Receivables*
Pendapatan bunga yang masih harus diterima	9.737	169	1.749	9.817	7.996	100.603	130.071	*Accrued interest*
Kredit yang diberikan	-	-	203.562	1.202.144	698.706	13.560.226	15.664.638	*Loans*
Tagihan akseptasi	-	-	-	-	-	35.056	35.056	*Acceptance Receivables*
Penyertaan saham	-	-	-	-	-	137	137	*Investment in shares of stock*
Aset lain-lain: Setoran jaminan dan tagihan	-	-	-	-	-	29.833	29.833	*Other assets Guarantee deposits and receivables*
Jumlah	**5.568.462**	**720.041**	**293.350**	**1.211.961**	**706.702**	**13.780.578**	**22.281.094**	***Total***

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi (lanjutan)

Eksposur risiko kredit atas komitmen dan kontinjensi adalah sebagai berikut:

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

Credit risk exposures to commitments and contingencies are as follows:

2019

	Pemerintah/ *Gove rnment*	Bank/ *Bank*	Lembaga Keuangan Bukan Bank/ *Non Bank Financial Institution*	Industri Pengolahan/ *Manufacturing*	Jasa-jasa Dunia Usaha/ *Trade Services*	Perusahaan Lainnya dan Perseorangan/ *Other Companies and Individual*	Jumlah/ *Total*	
Fasilitas Kredit yang belum digunakan	-	-	176.137	60.949	1.407	519.214	757.707	*Unused loan facilities*
Garansi yang diterbitkan	42.988	-	-	9.553	44	19.754	72.339	*Guarantee Issued*
L/C yang masih beredar	-	-	-	-	-	187.164	187.164	*Outsatndin Irrevocable L/C*
Jumlah	**42.988**	**-**	**176.137**	**70.502**	**1.451**	**726.132**	**1.017.210**	***Total***

2018

	Pemerintah/ *Gove rnment*	Bank/ *Bank*	Lembaga Keuangan Bukan Bank/ *Non Bank Financial Institution*	Industri Pengolahan/ *Manufacturing*	Jasa-jasa Dunia Usaha/ *Trade Services*	Perusahaan Lainnya dan Perseorangan/ *Other Companies and Individual*	Jumlah/ *Total*	
Garansi yang Diterbitkan	74.077	-	-	16.370	44		90.491	*Guarantee Issued*
L/C yang masih Beredar	-	-	-	-	-	225.849	225.849	*Outsatnding irrevocable L/C*
Jumlah	**74.077**	**-**	**-**	**16.370**	**44**	**225.849**	**316.340**	***Total***

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan letak geografis adalah sebagai berikut:

The disclosure on the maximum credit risk concentration by geography is as follows:

	2019			
	DKI Jakarta/ *Special District of Jakarta*	Luar DKI Jakarta/ *Outside DKI Jakarta*	Jumlah/ *Total*	
ASET				***ASSETS***
Giro pada Bank Indonesia	1.491.352	-	1.491.352	*Current accounts with Bank Indonesia*
Giro pada bank lain	364.942	201	365.143	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.639.873	-	1.639.873	*Placements with Bank Indonesia and other banks*
Efek-efek	1.825.746	-	1.825.746	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	1.637.441	-	1.637.441	*Securities purchased under agreement to resell*
Tagihan derivative	6.910	-	6.910	*Derivative receivables*
Pendapatan bunga yang masih akan diterima	120.315	10.879	131.194	*Accrued interest receivables*
Kredit yang diberikan	10.999.546	2.737.351	13.736.897	*Loans*
Tagihan akseptasi	48.409	-	48.409	*Acceptance receivables*
Penyertaan saham	137	-	137	*Investment in shares of stock*
Aset lain-lain: Setoran jaminan dan tagihan	56.937	93.227	150.164	*Other assets:Guarantee deposits and receivables*
				Total Assets
Jumlah Aset	**18.191.608**	**2.841.658**	**21.033.266**	

43. MANAJEMEN RISIKO (lanjutan) / *43. RISK MANAGEMENT (continued)*

III Profil Risiko (lanjutan) / *III Risk Profile (continued)*

1. Risiko Kredit (lanjutan) / *1. Credit Risk (continued)*

b. Risiko kredit konsentrasi (lanjutan) / *b. Concentration credit risk (continued)*

	2018			
	DKI Jakarta/ *Special District of Jakarta*	Luar DKI Jakarta/ *Outside DKI Jakarta*	Jumlah/ *Total*	
ASET				***ASSETS***
Giro pada Bank Indonesia	1.387.519	-	1.387.519	*Current accounts with Bank Indonesia*
Giro pada bank lain	324.657	39	324.696	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2.203.102	-	2.203.102	*Placements with Bank Indonesia and other banks*
Efek-efek	1.740.427	-	1.740.427	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	764.958	-	764.958	*Securities purchased under agreement to resell*
Tagihan derivative	657	-	657	*Derivative receivables*
Pendapatan bunga yang masih akan diterima	109.444	20.627	130.071	*Accrued interest receivables*
Kredit yang diberikan	11.622.454	4.042.184	15.664.638	*Loans*
Tagihan akseptasi	35.056	-	35.056	*Acceptance receivables*
Penyertaan saham	137	-	137	*Investment in shares of stock*
Aset lain-lain:				*Other assets:*
Setoran jaminan dan tagihan	25.864	3.969	29.833	*Guarantee deposits and receivables*
Jumlah Aset	**18.214.275**	**4.075.462**	**22.281.094**	***Total Assets***

Eksposur risiko kredit atas rekening administratif adalah sebagai berikut:

Credit risk exposure in the administrative accounts are as follows:

	2019			
	DKI Jakarta/ *Special District of Jakarta*	Luar DKI Jakarta/ *Outside DKI Jakarta*	Jumlah/ *Total*	
Fasilitas kredit yang belum digunakan	913.374	419.969	1.333.343	*Unused loan commitments*
L/C yang masih beredar	187.164	-	187.164	*Outstanding irrevocable L/C*
Garansi yang diterbitkan	54.396	17.943	72.339	*Guarantee issued*
Jumlah	**1.154.934**	**437.912**	**1.592.846**	***Total***

	2018			
	DKI Jakarta/ *Special District of Jakarta*	Luar DKI Jakarta/ *Outside DKI Jakarta*	Jumlah/ *Total*	
Fasilitas kredit yang belum digunakan	917.435	383.443	1.300.878	*Unused loan commitments*
L/C yang masih beredar	225.849	-	225.849	*Outstanding irrevocable L/C*
Garansi yang diterbitkan	68.622	21.869	90.491	*Guarantee issued*
Jumlah	**1.211.906**	**405.312**	**1.617.218**	***Total***

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan sektor ekonomi adalah sebagai berikut:

The disclosure on the maximum credit risk concentration by debtor classification is as follows:

	2019		2018		
Sektor Ekonomi	**Rp**	**%**	**Rp**	**%**	***Economic Sector***
Jasa	588.324	4,28%	698.706	4,46%	*Services*
Pertanian dan pertambangan	784.597	5,71%	1.980.714	12,64%	*Agribusiness and Mining*
Konstruksi	1.935.886	14,09%	1.843.870	11,77%	*Constructions*
Perdagangan	1.650.052	12,01%	2.176.746	13,90%	*Trading*
Industri	911.514	6,64%	1.202.144	7,67%	*Industry*
Restoran dan hotel	1.034.105	7,53%	1.111.444	7,10%	*Restaurant and hotel*
Transportasi dan komunikasi	584.736	4,26%	682.473	4,36%	*Transportation and Communication*
Lainnya	6.247.682	45,48%	5.968.541	38,10%	*Others*
Jumlah	**13.736.896**	**100,00%**	**15.664.638**	**100,00%**	***Total***

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

   b. Risiko kredit konsentrasi (lanjutan)

Pengungkapan konsentrasi risiko kredit maksimum berdasarkan kelompok debitur adalah sebagai berikut:

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

The disclosure on the maximum credit risk concentration by debtor classification is as follows:

Kategori Debitur	2019 Rp	2019 %	2018 Rp	2018 %	DebtorClassification
Komersial	10.800.417	78,62%	12.983.164	82,88%	*Commercial*
Konsumen	2.936.480	21,38%	2.681.474	17,12%	*Consumer*
Jumlah	**13.736.897**	**100,00%**	**15.664.638**	**100,00%**	***Total***

Pengungkapan risiko kredit maksimum adalah sebelum efek mitigasi melalui master netting dan/atau perjanjian jaminan. Apabila instrumen keuangan yang dicatat berdasarkan nilai wajar, angka yang ditunjukkan mencerminkan pengungkapan risiko kredit saat ini tetapi bukan pengungkapan risiko maksimal yang dapat timbul di masa yang akan datang sebagai akibat perubahan nilai.

The disclosures of maximum credit risks are before the effect of mitigation through master netting and/or collateral agreements. If financial instruments are recorded at fair value, the balance representing the current credit risk exposure but not the maximum risk exposure that could arise in the future as a result of changes in value.

Bank telah mengimplementasikan credit risk management yang mencakup penetapan prosedur dan kebijakan kredit, pengaturan limit dan mengevaluasinya secara berkala, penggunaan *Credit Risk Rating* (CRR) untuk kredit produktif dengan segmen Korporasi, Non Korporasi (Retail/ Usaha Kecil Menengah/UKM), dan Mikro (Kredit Wirausaha/KWu), serta kredit konsumtif (karyawan dan non karyawan), mengevaluasi kebijakan dan prosedur untuk memastikan bahwa seluruh risiko yang mungkin timbul dari pemberian kredit telah tercakup, menerapkan prinsip "*Four Eyes Principles*" secara konsisten, serta pelaksanaan reviu independen terhadap permohonan kredit dalam batasan tertentu dan debitur existing secara sampling serta portofolio kredit berdasarkan BMPK, sektor ekonomi dan sektor geografis secara periodik.

The Bank has implemented credit risk management which covers setting up procedures and credit policies, set-up a limit and conduct regular evaluation, implement Credit Risk Rating for productive loan of Corporate, Non Corporate (Retail/Small and Medium Enterprises/SME), and Micro (Enterpreneur loans), and consumer credit (employees and nonemployees), evaluates credit policies and procedures to ensure that all potential risks have been covered, and applies the "Four Eyes Principles" consistently, and the implementation of an independent review of loan application within certain limits and existing borrowers based on sampling method and credit portfolio based on Legal Lending Limits, economic sector and geographic sector periodically.

Bank telah melaksanakan pengelolaan portofolio profil risiko kredit secara konsisten dan berkelanjutan serta melaporkannya kepada Dewan Komisaris dan Direksi secara berkala (bulanan).

The Bank has managed its loan portfolio risk profile continuously in a consistent manner and reports to Boards of Commissioners and Director regularly (monthly).

Dalam rangka memitigasi risiko kredit, berikut ini adalah upaya yang dilakukan Bank secara berkala:

(1) Menentukan batas eksposur pada industri/sektor ekonomi pasar sasaran;
(2) Melakukan tinjauan risiko kredit berdasarkan jenis industri/sektor ekonomi tertentu, khususnya yang akan dibiayai oleh Bank;
(3) Melakukan stress test dengan menerapkan skenario peningkatan rasio *Non-Performing Loan* (NPL) dan pelaksanaan *write-off* secara bank wide.

In order to mitigate credit risk, the Bank has performed regular activity as follows:

(1) Determining exposure limits on target market industries/economic sector;
(2) Reviewing credit risk based on certain industry type/economic sector, especially for those which is financed by the Bank;
(3) Performing a stress test scenario with thein crease of ratio of Non-Performing Loan(NPL) and theim plementation of write-off in bank wide.

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi (lanjutan)

Metode pemberian kredit Bank meliputi:
(1) Penepatan pagu kredit secara keseluruhan pada tingkat debitur/ *counterparties* dan kelompok debitur/ *counterparties* baik terkait maupun tidak terkait dengan Bank untuk eksposur yang tercatat dalam laporan posisi keuangan dan rekening administratif;
(2) Penilaian terhadap prospek usaha dan kinerja keuangan debitur/ *counterparties;*
(3) Kemampuan untuk membayar kembali dan integritas debitur/counterparties;
(4) Penggunaan agunan; dan
(5) Penilaian kondisi makro ekonomi dan industri.

Bank juga mengembangkan serta menerapkan *Risk Governance* sebagai bagian dalam pengendalian internal perkreditan sebagai berikut:
(1) Lini pertama (pilar bisnis dan pendukung) terutama bertanggungjawab mengelola risiko kredit yang merupakan bagian dari aktivitasnya sehari-hari.
(2) Lini kedua menyediakan sumber daya yang diperlukan untuk mengembangkan kerangka kerja risiko kredit, kebijakan, metodologi dan perangkat risiko kredit dalam pengelolaan risiko kredit yang bersifat material secara keseluruhan.
(3) Lini ketiga melibatkan audit internal dan pengendalian internal, yang secara independen bertugas untuk melakukan pemeriksaan terhadap kepatuhan, kecukupan dan efektivitas proses manajemen risiko kredit.

Untuk mempercepat proses pemberian kredit, Bank mengimplementasikan aplikasi *Credit Risk Rating* (CRR) sebagai suatu perangkat untuk melakukan penilaian awal terhadap kemungkinan kemampuan bayar/kegagalan bayar debitur atas permohonan kreditnya di masa mendatang yang dideskripsikan melalui perolehan rating debitur.

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

The Bank's loan granting process includes:
(1) Set-up overall credit limits at borrowers and counterparty level, and a group of related borrowers and counterparties for both on statement of financial position and administrative accounts exposures;
(2) Evaluation of business prospects and financial performance of the debtors/counterparties;
(3) Repayment capacity and integrity of the debtors/counterparties;
(4) Use of collateral; and
(5) Assessment of macro economic and industry conditions.

The Bank also develops and implements Risk Governance principle as part of credit internal control as follows:

(1) The first line (Business and Support Pillars) is primarily responsible for managing credit risk which is its daily activities.
(2) The second line provides needed resources for developing credit risk frameworks, policies,methodologies and tools for the management of material risks taken by the Bank as a whole.

(3) The third line includes internal audit and internal control, which Is independently conducting an examination on compliance, adequacy and effectiveness of risk management processes.

To accelerate the process of credit granting, the Bank implements the application of Credit Risk Rating (CRR) as a tool for preliminary assessment of the feasibility/default by the debtor to repay its credit proposal in the future which is described through the rating of debtors.

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi (lanjutan)

Untuk memfasilitasi penilaian risiko dari debitur Korporasi, Non Korporasi (Retail/Usaha Kecil Menengah/UKM) dan Mikro (Kredit Wirausaha/KWu), serta debitur konsumtif (karyawan dan non karyawan) Bank melakukan pemantauan terhadap seluruh aspek penilaian dari debitur dan sektor industrinya termasuk migrasi rating debitur secara berkala (triwulan). Satuan Kerja Manajemen Risiko (SKMR) melakukan pemantauan terhadap kualitas kinerja dari debitur secara sampling khususnya debitur inti Bank dengan melakukan reviu independen secara periodik (semester) dan pemantauan portofolio yang dimiliki Bank secara berkesinambungan. Informasi yang relevan disampaikan kepada unit bisnis untuk mendukung pelaksanaan penilaian risiko kredit Bank yang efektif.

Bank mengukur, menilai dan memantau risiko kredit untuk setiap debitur baik secara individual maupun obligor, sektor ekonomi, sektor geografi, maupun seluruh portofolio kredit. Bank telah menetapkan standar dan prosedur untuk mendukung terciptanya suatu proses pemberian kredit yang sehat dan hati-hatidengan mempertimbangkan risiko dan perolehan hasil.

Jaminan dan perlindungan kredit lainnya

Nilai dan jenis jaminan yang dibutuhkan tergantung pada penilaian risiko kredit dari debitur/counterparty. Kebijakan dan pedoman tentang jenis jaminan dan parameter penilaian jaminan telah diimplementasikan oleh Bank.

Umumnya agunan diperlukan dalam setiap pemberian kredit sebagai sumber terakhir pelunasan kredit dan sebagai salah satu bentuk mitigasi risiko kredit jika debitur/counterparty gagal bayar (macet). Sumber utama pelunasan kredit adalah dari hasil usaha debitur.
Agunan yang dapat diterima oleh Bank dibagi atas 2 (dua) kelompok besar yaitu:

(1) Agunan tunai, yaitu deposito/ tabungan/rekening giro/setoran margin/ dana tunai yang diblokir atau dibukukan pada rekening penampungan yang disimpan serta dicatat pada Bank dan *Stand-By* L/C yang diterbitkan oleh bank berperingkat (prime bank);
(2) Agunan non tunai yaitu agunan yang tidak termasuk dalam jenis jaminan seperti pada agunan tunai di atas.

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

Tofacilitate therisk assessmentof the debtors of Corporate,Non Corporate (Retail/Small and Medium Enterprises/ SME) andMicro(Enterprenuer Loans), and consumer debtors (employees and nonemployees), the Bankmonitors all valuation aspectsof thedebtorsand its industrial sector including debtor rating migration periodically (quarterly). Risk Management Unit(SKMR) monitors theperformancequality of thedebtor by sampling basis, especially to the Bank's main debtors by conductingan independent review periodically (semi annually) and monitoringthe Bank'sportfolioscontinuously. The relevant information is submitted tothe businessunittosupport theimplementation of theeffective Bank's creditrisk assessment.

The Bank measures, assesses and monitors credit risk for each debtor, on individual and obligor basis, by economic sector, geographic sector and all credit portfolios. The Bank has set up standards and procedures to support a process of granting credit and by considering risk and yield carefully.

Collateral and protection of loans

The amount and type of collateral required depends on an assessment of the credit risk of the counterparty. Policy and guidelines are implemented regarding types of collateral and valuation parameters by the Bank.

Generally collateral is required for all loans as a secondary source of credit repayment and also as a credit risk mitigation if a debtor has a default. The primary source of credit repayment is the funds generated from business operations of the debtors. Collaterals acceptable by the Bank are divided into 2 (two) categories as follows:

(1) Cash collateral, such as time deposit/ saving account/demand deposit/ margin deposit/cash blocked or booked as an escrow account which are kept and recorded by the Bank and Stand-By Letter of Credit (SBLC) issued by prime bank;
(2) Non cash collaterals are collateral not included in collateral as mentioned on cash collateral above.

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi (lanjutan)

Kualitas kredit per golongan aset keuangan

Kualitas kredit aset keuangan dikelola oleh Bank dengan menggunakan pedoman dari Bank Indonesia. Kualitas kredit berdasarkan golongan aset yang memiliki risiko kredit mengacu pada hasil penilaian dari lembaga pemeringkat eksternal yang ditetapkan oleh Bank Indonesia.

Bank memiliki kebijakan untuk mengelola kinerja kualitas kredit debitur. Hal ini akan memudahkan fokus manajemen risiko dalam mengendalikan eksposur risiko kredit yang dimiliki oleh Bank.

Agunan yang diambil alih

Tahun 2017 dan tahun 2016 tidak ada penjualan Agunan yang diambil alih, sedangkan selama tahun 2014 telah dijual sebanyak 2 (dua) unit tanah dengan nilai buku sebesar Rp 2.509, sedangkan sisanya dalam proses dilakukan penjualan oleh Bank.

Penilaian penurunan nilai

Pertimbangan utama untuk penilaian penurunan nilai kredit yang diberikan termasuk pembayaran-pembayaran pokok atau bunga yang menunggak lebih dari 90 (sembilan puluh) hari atau ada kesulitan atau pelanggaran yang diketahui dari persyaratan yang terdapat dalam kontrak. Bank melakukan penilaian penurunan nilai dalam 2 (dua) area yaitu:
(1) Evaluasi penurunan nilai secara individual;
(2) Evaluasi penurunan nilai secara kolektif.

Penilaian penyisihan penurunan nilai individual

Bank menentukan penyisihan kerugian penurunan nilai secara individual untuk masing-masing kredit yang diberikan yang signifikan. Hal-hal yang dipertimbangkan dalam menentukan jumlah penyisihan kerugian penurunan nilai antara lain mencakup:
(1) Kemungkinan rencana bisnis debitur;
(2) Kemampuan untuk memperbaiki kinerja setelah adanya kesulitan keuangan;
(3) Proyeksi penerimaan dan pembayaran apabila terjadi kebangkrutan;
(4) Kemungkinan adanya sumber pembayaran lainnya;
(5) Jumlah yang dapat direalisasikan atas jaminan dan ekspektasi waktu arus kas.

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

Loans quality based on category of financial assets

The loans quality of financial assets is managed by the Bank using guidance from Bank Indonesia. Loans quality based on category of assets that have a credit risk refers to the assessment of external agencies as stipulated by Bank Indonesia.

The Bank has a policy to manage the performance of loans quality of debtors. This policy assists management to monitor credit risk exposure of the Bank.

Foreclosed assets

In 2017 and 2016 no collateral sales were taken over, whereas in 2014 2 (two) units of land had been sold with a book value of Rp 2,509, while the remainder was sold by the Bank.

Impairment assessment

The main considerations for the loan impairment assessment include whether any payments of principal or interest are overdue of more than 90 (ninety) days or there are any financial difficulties, or breach of the loans agreement. The Bank assesses impairment value in 2 (two) areas follows:
(1) Individually assessed allowances;
(2) Collectively assessed allowances.

Individually assessed allowances

The Bank determines the allowances for impairment losses for each individually significant loans on an individual basis. Items considered when determining allowance for impairment losses include:
(1) The sustainability of the debtors' business plan;
(2) The ability to improve its performance during a financial difficulty;
(3) Cash receipt and payment projection if debtor filed bankrupt;
(4) The availability of other financial support;
(5) The amount can be realized from its collateral and timing of expected cash flows.

43. MANAJEMEN RISIKO (lanjutan)

III Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

b. Risiko kredit konsentrasi (lanjutan)

Penilaian penyisihan penurunan nilai individual (lanjutan)

Penyisihan penurunan nilai dievaluasi setiap tanggal pelaporan, kecuali bila terdapat beberapa kondisi yang mengharuskan adanya pemantauan yang lebih berhati-hati.

Penilaian penyisihan kerugian secara kolektif dilakukan atas aset keuangan yang tidak signifikan secara individu.

Evaluasi penurunan nilai

Berikut ini adalah risiko kredit berdasarkan klasifikasi evaluasi penurunan nilai pada tanggal 31 Desember 2019 dan 2018:

Giro pada Bank Indonesia

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	1.338.644	-	1.338.644	*Rupiah*
Mata uang asing	152.708	-	152.708	*Foreign currency*
Jumlah	**1.491.352**	**-**	**1.491.352**	***Total***

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	1.200.579	-	1.200.579	*Rupiah*
Mata uang asing	186.940	-	186.940	*Foreign currency*
Jumlah	**1.387.519**	**-**	**1.387.519**	***Total***

Giro pada Bank Lain

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	72.496	-	72.496	*Rupiah*
Mata uang asing	292.327	320	292.647	*Foreign currency*
Jumlah	364.823	320	365.143	*Total*
Cadangan kerugian penurunan nilai	-	(320)	(320)	*Allowance for impairment losses*
Jumlah – Bersih	**364.823**	**-**	**364.823**	***Total – Net***

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	81.965	-	81.965	*Rupiah*
Mata uang asing	242.392	339	242.731	*Foreign currency*
Jumlah	324.357	339	324.696	*Total*
Cadangan kerugian penurunan nilai	-	(339)	(339)	*Allowance for impairment losses*
Jumlah – Bersih	**324.357**	**-**	**324.357**	***Total – Net***

43. RISK MANAGEMENT (continued)

III Risk Profile (continued)

1. Credit Risk (continued)

b. Concentration credit risk (continued)

Individually assessed allowances (continued)

Impairment allowances are evaluated at each reporting date, unless certain condition applied which needs more attention.

Allowances are assessed collectively for losses on financial assets that are not individually significant.

Impairment assessment

Below are credit risk based on allowance for impairment losses assessment classification as of December 31, 2019 and 2018:

Current Accounts with Bank Indonesia

Current Accounts with Other Banks

43. MANAJEMEN RISIKO (lanjutan) / *43. RISK MANAGEMENT (continued)*

III Profil Risiko (lanjutan) / *III Risk Profile (continued)*

1. Risiko Kredit (lanjutan) / *1. Credit Risk (continued)*

b. Risiko kredit konsentrasi (lanjutan) / *b. Concentration credit risk (continued)*

Evaluasi penurunan nilai (lanjutan) / ***Impairment assessment (continued)***

Penempatan pada Bank Indonesia dan Bank Lain / *Current Accounts with Bank Indonesia and Other Banks*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah				*Rupiah*
Deposit Facility Bank Indonesia	209.975	-	209.975	*Deposit Facility of Bank Indonesia*
Mata uang asing				*Foreign currency*
Term Deposits Bank Indonesia	1.429.898	-	1.429.898	*Term Deposits of Bank Indonesia*
Jumlah	**1.639.873**	**-**	**1.639.873**	***Total***

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah				*Rupiah*
Deposit Facility Bank Indonesia	1.564.762	-	1.564.762	*Deposit Facility of Bank Indonesia*
Mata uang asing				*Foreign currency*
Term Deposits Bank Indonesia	618.340	-	618.340	*Term Deposits of Bank Indonesia*
Jumlah	**2.183.102**	**-**	**2.183.102**	***Total***

Efek-efek / *Marketable Securities*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Tersedia untuk dijual	1.046.542	-	1.046.542	*Available-for-sale*
Dimiliki hingga jatuh tempo	779.205	-	779.205	*Held-to-maturity*
Jumlah	**1.825.747**	**-**	**1.825.747**	***Total***

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Tersedia untuk dijual	1.074.535	-	1.074.535	*Available-for-sale*
Dimiliki hingga jatuh tempo	665.891	-	665.891	*Held-to-maturity*
Jumlah	**1.740.426**	**-**	**1.740.426**	***Total***

Efek-efek yang dibeli dengan janji dijual Kembali / *Securities purchased under agreement to resell*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	1.637.441	-	1.637.441	*Rupiah*

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	764.958	-	764.958	*Rupiah*

Tagihan Derivatif / *Derivative Receivables*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Mata uang asing	6.910	-	6.910	*Foreign currency*

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Mata uang asing	657	-	657	*Foreign currency*

43. MANAJEMEN RISIKO (lanjutan)

43. RISK MANAGEMENT (continued)

III. Profil Risiko (lanjutan)

III. Risk Profile (continued)

1. Risiko Kredit (lanjutan)

1. Credit Risk (continued)

Evaluasi penurunan nilai (lanjutan)

Impairment assessment (continued)

Berikut ini adalah risiko kredit berdasarkan klasifikasi evaluasi penurunan nilai pada tanggal 31 Desember 2019 dan 2018: (lanjutan)

Below are credit risk based on allowance for impairment losses assessment classification as of December 31, 2019 and 2018: (continued)

Kredit yang Diberikan / *Loans*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Revolving loans	3.926.152	383.790	4.309.942	*Revolving loans*
Fixed loans	4.847.400	217.340	5.064.740	*Fixed loans*
Kredit kepemilikan rumah dan apartemen	2.785.030	-	2.785.030	*Housing and apartment ownership loans*
Kredit sindikasi	786.162	-	786.162	*Syndicated loans*
Pinjaman rekening Koran	256.332	-	256.332	*Overdraft*
Pinjaman karyawan	59.212	-	59.212	*Employee loans*
Kredit usaha rakyat	382.764	-	382.764	*Micro community commercial loans*
Kredit tanpa agunan	50.398	-	50.398	*Unsecured loans*
Kredit pemilikan kios	41.582	-	41.582	*Kiosk loans*
Kredit pemilikan mobil	734	-	734	*Car loans*
Trust receipts	-	-	-	*Trust receipts*
Kredit wirausaha	-	-	-	*Entrepreneur loans*
Jumlah	13.135.766	601.130	13.736.896	*Total*
Cadangan kerugian penurunan nilai	(152.463)	(124.948)	(277.411)	*Allowance for impairment losses*
Jumlah – Bersih	**12.983.303**	**476.182**	**13.459.485**	***Total***

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Revolving loans	5.582.353	542.133	6.124.486	*Revolving loans*
Fixed loans	4.504.876	272.641	4.777.517	*Fixed loans*
Kredit kepemilikan rumah dan apartemen	2.510.979	-	2.510.979	*Housing and apartment ownership loans*
Kredit sindikasi	1.017.510	-	1.017.510	*Syndicated loans*
Pinjaman rekening Koran	329.607	1.752	331.359	*Overdraft*
Pinjaman karyawan	74.720	-	74.720	*Employee loans*
Kredit usaha rakyat	713.293	-	713.293	*Micro community commercial loans*
Kredit tanpa agunan	77.644	-	77.644	*Unsecured loans*
Kredit pemilikan kios	6.448	-	6.448	*Kiosk loans*
Kredit pemilikan mobil	274	-	274	*Car loans*
Trust receipts	30.396	-	30.396	*Trust receipts*
Kredit wirausaha	12	-	12	*Entrepreneur loans*
Jumlah	14.848.112	816.526	15.664.638	*Total*
Cadangan kerugian penurunan nilai	(172.463)	(415.856)	(588.319)	*Allowance for impairment losses*
Jumlah – Bersih	**14.675.649**	**400.670**	**15.076.319**	***Total***

Tagihan Akseptasi / *Acceptance Receivables*

	2019			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	47.806	-	47.806	*Rupiah*
Mata uang asing	603	-	603	*Foreign currency*
Jumlah	**48.409**	**-**	**48.409**	***Total***

43. MANAJEMEN RISIKO (lanjutan)

43. RISK MANAGEMENT (continued)

III. Profil Risiko (lanjutan)

III. Risk Profile (continued)

1. Risiko Kredit (lanjutan)

1. Credit Risk (continued)

Evaluasi penurunan nilai (lanjutan)

Impairment assessment (continued)

Berikut ini adalah risiko kredit berdasarkan klasifikasi evaluasi penurunan nilai pada tanggal 31 Desember 2019 dan 2018: (lanjutan)

Below are credit risk based on allowance for impairment losses assessment classification as of December 31, 2019 and 2018: (continued)

Tagihan Akseptasi (lanjutan)

Acceptance Receivables (continued)

	2018			
	Tidak mengalami penurunan nilai/ *Non impaired*	**Mengalami penurunan nilai/ *Impaired***	**Jumlah/ *Total***	
Rupiah	34.427	-	34.427	*Rupiah*
Mata uang asing	628	-	628	*Foreign currency*
Jumlah	**35.055**	**-**	**35.055**	***Total***

Tabel di bawah ini menunjukkan kualitas kredit per jenis instrumen keuangan:

The table below shows credit quality based on category of financial instruments:

	2019							
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*Neither past due nor impaired*				**Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired***	**Mengalami penurunan nilai/*Impaired***	**Jumlah/ *Total***	
	Tingkat tinggi/ *High grade*	**Tingkat standar/ *Standard grade***	**Tingkat rendah/ *Low grade***	**Tanpa peringkat/ *Unrated***				
Aset Keuangan								***Financial Assets***
Giro pada Bank Indonesia	-	-	-	1.491.352	-	-	1.491.352	*Current accounts with Bank Indonesia*
Giro pada bank lain	364.823	-	-	-	-	320	365.143	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.639.873	-	-	-	-	-	1.639.873	*Placements with Bank Indonesia and other banks*
Efek-efek	1.825.746	-	-	-	-	-	1.825.746	*Marketable Securities*
Efek-efek yang dibeli dengan janji dijual Kembali	1.637.441	-	-	-	-	-	1.637.441	*Securities purchased under agreement to resell*
Tagihan derivative	-	-	-	6.910	-	-	6.910	*Derivative Receivables*
Pendapatan bunga yang masih akan diterima	-	-	-	131.194	-	-	131.194	*Accrued interest Receivables*
Kredit yang diberikan	-	-	-	13.453.911	233.390	49.596	13.736.897	*Loans*
Tagihan akseptasi	-	-	-	48.409	-	-	48.409	*Acceptance Receivables*
Penyertaan saham	-	-	-	137	-	-	137	*Investment in shares of stock*
Aset lain-lain:								*Other assets:*
Setoran jaminan dan tagihan	-	-	-	150.164	-	-	150.164	*Guarantee deposits and receivables*
Jumlah	5.467.883	-	-	15.282.077	233.390	49.916	21.033.266	*Total*
Cadangan kerugian penurunan nilai							(277.730)	*Allowance for impairment losses*
Jumlah – Bersih							**20.755.536**	***Total – Net***

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

Evaluasi penurunan nilai (lanjutan)

Berikut ini adalah risiko kredit berdasarkan klasifikasi evaluasi penurunan nilai pada tanggal 31 Desember 2019 dan 2018: (lanjutan)

Tagihan Akseptasi (lanjutan)

Tabel di bawah ini menunjukkan kualitas kredit per jenis instrumen keuangan: (lanjutan)

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

1. Credit Risk (continued)

Impairment assessment (continued)

Below are credit risk based on allowance for impairment losses assessment classification as of December 31, 2019 and 2018: (continued)

Acceptance Receivables (continued)

The table below shows credit quality based on category of financial instruments: (continued)

2018

	Belum jatuh tempo dan tidak mengalami penurunan nilai/*Neither past due nor impaired*				Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired*	Mengalami penurunan nilai/*Impaired*	Jumlah/ *Total*	
	Tingkat tinggi/ *High grade*	Tingkat standar/ *Standard grade*	Tingkat rendah/ *Low grade*	Tanpa peringkat/ *Unrated*				
Aset Keuangan								***Financial Assets***
Giro pada Bank Indonesia	-	-	-	1.387.519	-	-	1.387.519	*Current accounts with Bank Indonesia*
Giro pada bank lain	324.696	-	-	-	-	-	324.696	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2.203.102	-	-	-	-	-	2.203.102	*Placements with Bank Indonesia and other banks*
Efek-efek	1.740.427	-	-	-	-	-	1.740.427	*Marketable Securities*
Efek-efek yang dibeli dengan janji dijual Kembali	764.958	-	-	-	-	-	764.958	*Securities purchased under agreement to resell*
Tagihan derivatif	-	-	-	657	-	-	657	*Derivative Receivables*
Pendapatan bunga yang masih akan diterima	-	-	-	130.071	-	-	130.071	*Accrued interest Receivables*
Kredit yang diberikan	-	-	-	13.738.259	1.663.804	262.575	15.664.638	*Loans*
Tagihan akseptasi	-	-	-	35.056	-	-	35.056	*Acceptance Receivables*
Penyertaan saham	-	-	-	137	-	-	137	*Investment in shares of stock*
Aset lain-lain:								*Other assets:*
Setoran jaminan dan tagihan	-	-	-	29.833	-	-	29.833	*Guarantee deposits and receivables*
Jumlah	5.032.844	-	-	15.321.532	1.663.804	262.575	22.281.094	*Total*
Cadangan kerugian penurunan nilai							(588.658)	*Allowance for impairment losses*
Jumlah – Bersih							**21.692.436**	***Total – Net***

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

1. Risiko Kredit (lanjutan)

Evaluasi penurunan nilai (lanjutan)

Kualitas kredit didefinisikan sebagai berikut:

a) Tingkat tinggi: Peringkat dari pihak ketiga dalam kategori ini memiliki kapasitas sangat baik dalam memenuhi komitmen keuangan dengan risiko kredit sangat rendah.

b) Tingkat sedang: Peringkat dari pihak ketiga dalam kategori ini memiliki kapasitas yang baik dalam memenuhi komitmen keuangan dengan risiko kredit sangat rendah.

c) Tingkat rendah: Peringkat dari pihak ketiga dalam kategori ini memiliki kapasitas yang cukup dalam memenuhi komitmen keuangan dengan risiko kredit sedang.

d) Tanpa peringkat: Pihak ketiga dalam kategori yang sekarang ini tidak menyediakan peringkat dikarenakan ketidaktersediaan dari model-model peringkat dan pemerintah dan/atau agen-agen yang berhubungan dengan pemerintah.

Analisis umur kredit yang diberikan yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

1. Credit Risk (continued)

Impairment assessment (continued)

The credit qualities are defined as follows:

a) High grade: Third parties rating in this category have an excellent capacity to meet its' financial commitments with very low credit risk.

b) Standard grade: Third parties rating in this category have a good capacity to meet its' financial commitments with very low credit risk.

c) Low grade: Third parties rating in this category have fairly acceptable capacity to meet its' financial commitments with standard credit risk.

d) Unrated: Third parties in this category are currently not assigned with third parties' ratings due to unavailability of rating models and governments and/or government-related agencies.

The aging analysis of loans that past due but not impaired as of December 31, 2019 and 2018 is as follows:

	2019				
	Jumlah/*Total*	**Kurang dari 30 hari/*Less than 30 days***	**31-60 hari/*days***	**61-90 hari/*days***	
Korporasi	-	-	-	-	
Komersial/Usaha Kecil Menengah (UKM)	257.469	42.913	9.165	205.391	*Commercial/Small and Medium Enterprises (SME)*
Konsumen	25.517	215	252	25.050	*Consumer*
Jumlah	**282.986**	**43.128**	**9.417**	**230.441**	***Total***

	2018				
	Jumlah/*Total*	**Kurang dari 30 hari/*Less than 30 days***	**31-60 hari/*days***	**61-90 hari/*days***	
Korporasi	1.140.791	36.451	360.396	743.944	
Komersial/Usaha Kecil Menengah (UKM)	500.557	107.542	86.257	306.758	*Commercial/Small and Medium Enterprises (SME)*
Konsumen	22.456	349	578	21.529	*Consumer*
Jumlah	**1.663.804**	**144.342**	**447.231**	**1.072.231**	***Total***

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

2. Risiko Pasar

Risiko Suku Bunga

Selama tahun berjalan, Bank telah mengelola risiko tingkat suku bunga yang merupakan bagian dari risiko pasar dengan melakukan langkah-langkah sebagai berikut:

(1) Pengawasan aktif dari Dewan Komisaris dan Direksi, melalui:
   a. Responsif terhadap Laporan Profil Risiko Pasar terkait Risiko Tingkat Suku Bunga dan perkembangan kondisi makro yang disampaikan oleh Direktorat Manajemen Risk secara periodik.

   b. Kebijakan untuk mengambil posisi konservatif terhadap eksposur yang terkena risiko tingkat suku bunga sesuai dengan ketentuan yang berlaku dengan mengutamakan prinsip kehati-hatian (*prudent banking*).

(1) Pengendalian atas posisi risiko dengan penetapan *limit* transaksi, *limit* risiko dan *limit* per fungsional.

(2) Pembakuan Kebijakan dan Prosedur:

   a. Memiliki dan melaksanakan Pedoman Manajemen Risiko Pasar dan Kebijakan/Prosedur internal lainnya yang berkaitan dengan risiko tingkat suku bunga.
   b. Melakukan reviu dan penyempurnaan terhadap Pedoman/Prosedur Manajemen Risiko Pasar yang telah ditetapkan secara periodik.

(3) Melaksanakan proses Identifikasi, Pengukuran, Pemantauan dan Pengendalian Risiko Suku Bunga dengan mengikuti ketentuan Regulator (BI/OJK) dan praktek perbankan yang berlaku umumterkini, termasuk *stress testing* terhadap kemungkinan kondisi yang terburuk atas eksposur yang memiliki sensitivitas risiko tingkat suku bunga.

43. RISK MANAGEMENT(continued)

III. Risk Profile (continued)

2. Market Risk

Interest Rate Risk

During the year, the Bank has managed interest rate risk as a part of market risk by performing the following steps:

(1) Active monitoring from Boards of Commissioners and Directors, through:
   a. Be responsive to the Market Risk Profile Report related to Interest Rate Risk and macro condition developments reported by Directorate of Risk Management periodically.

   b. Policies for taking conservative positions against interest rate risk exposure in accordance with the applicable regulations with emphasis on the prudential banking principle.

(2) Control the risk position by setting transaction limit, risk limits and the limit per functional.

(3) Standardization of Policies and Procedures:

   a. Havingand implementing Market Risk Management Guidelines and other internal Policy/Procedures related to the interest rate risk.

   b. Conduct a review and improvement of Guidelines/ Market Risk Management Procedures periodically.

(4) Implementingthe process of Identification, Measurement, Monitoring and Controlling of Interest Rate Risk in accordance to Regulator (BI/OJK) and recent best practices, including stress testing to the worst case scenario on exposure which has a sensitivity of interest rate risk.

43. MANAJEMEN RISIKO (lanjutan)

43. RISK MANAGEMENT (continued)

III. Profil Risiko (lanjutan)

III. Risk Profile (continued)

2. Risiko Pasar (lanjutan)

2. Market Risk (continued)

Risiko Suku Bunga (lanjutan)

Interest Rate Risk (continued)

(5) Melakukan pemantauan terhadap eksposur yang terekspos risiko nilai tukar tertentu secara periodik untuk memitigasi risiko secara dini.

(4) Conductmonitoring on exposures which effected by certain exchange rate risk periodically tomitigate the risksin advance.

Tabel berikut menyajikan informasi mengenai tingkat suku bunga kontraktual rata-rata per tahun untuk aset dan liabilitas keuangan yang signifikan untuk tahun-tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

The following table presents information on the contractual interest rate on average per year for financial assets and liabilities that are significant for the years ended December 31, 2019 and 2018 are as follows:

	31 Desember 2019		31 Desember 2018		
	Rupiah/ *Rupiah*	Mata Uang Asing/ *Foreign Currency*	Rupiah/ *Rupiah*	Mata Uang Asing/ *Foreign Currency*	
Aset					*Assets*
Giro pada bank lain	0,72%	0,07%	0,72%	0,00%	*Current account with other banks*
Penempatan pada Bank Indonesia dan bank lain	0,35%	1,52%	1,84%	0,59%	*Placements with Bank Indonesia and other banks*
Efek-efek	4,91%	0,00%	6,76%	0,00%	*Marketable Securities*
Efek-efek yang dibeli janji dijual kembali	5,00%	0,00%	6,30%	0,00%	*Securities purchased under agreement to resale*
Kredit yang diberikan	11,13%	5,41%	13,31%	5,72%	*Loans*
Liabilitas					*Liabilities*
Simpanan nasabah					*Deposits from customers*
Giro	0,71%	0,28%	1,02%	0,26%	*Demand deposits*
Tabungan	2,67%	0,00%	3,57%	0,00%	*Savings deposits*
Deposito berjangka	7,23%	2,30%	7,10%	2,41%	*Time deposits*
Simpanan dari bank lain					*Deposits from Otherbanks*
Deposito berjangka	7,23%	0,00%	7,10%	0,00%	*Time deposits*
Deposito on call	0,00%	0,00%	0,00%	0,00%	*On call deposits*
Giro	0,71%	0,00%	1,02%	0,00%	*Demand deposits*
Call money	0,00%	0,00%	0,00%	0,00%	*Call money*
Pinjaman subordinasi	0,00%	0,00%	3,25%	0,00%	*Subordinated loan*

Tabel berikut merangkum aset Bank dengan pendapatan bunga dan liabilitas Bank dengan beban bunga (tidak dengan tujuan diperdagangkan) pada nilai tercatat, dikategorikan berdasarkan tanggal kontraktual perubahan suku bunga atau tanggal jatuh tempo, mana yang lebih dahulu:

The following table below summarizes the Bank's interest-earnings assets and interest bearing liabilities (not for trading purposes) at carrying amounts, categorized by the earlier contractual repricing or maturity dates, which is earlier:

	2019						
Keterangan	Jumlah/ *Total*	Kurang dari 6 bulan/ *Less than 6 months*	6 bulan sampai dengan 12 bulan/ *6 months until 12 months*	1 tahun sampai dengan 2 tahun/ *1 year until 2 years*	2 tahun sampai dengan 5 tahun/ *2 years until 5 years*	Lebih dari 5 tahun/ *More than 5 years*	*Descriptions*
Giro pada bank lain	365.143	365.143	-	-	-	-	*Current accounts Withother banks*
Penempatan pada Bank Indonesia dan bank lain	1.639.873	1.639.873	-	-	-	-	*Placements with Bank Indonesia andother Banks*
Efek-efek	1.825.746	-	880.924	51.800	185.907	707.115	*Marketable securities*
Kredit yang diberikan	13.736.897	2.601.669	2.411.103	586.151	2.106.181	6.031.793	*Loans*
Jumlah aset keuangan	**17.567.659**	**4.606.685**	**3.292.027**	**637.951**	**2.292.088**	**6.738.908**	*Total financial assets*

43. MANAJEMEN RISIKO (lanjutan)

43. RISK MANAGEMENT (continued)

III. Profil Risiko (lanjutan)

III. Risk Profile (continued)

2. Risiko Pasar (lanjutan)

2. Market Risk (continued)

Risiko Suku Bunga (lanjutan)

Interest Rate Risk (continued)

Tabel berikut merangkum aset Bank dengan pendapatan bunga dan liabilitas Bank dengan beban bunga (tidak dengan tujuan diperdagangkan) pada nilai tercatat, dikategorikan berdasarkan tanggal kontraktual perubahan suku bunga atau tanggal jatuh tempo, mana yang lebih dahulu: (lanjutan)

The following table below summarizes the Bank's interest-earnings assets and interest bearing liabilities (not for trading purposes) at carrying amounts, categorized by the earlier contractual repricing or maturity dates, which is earlier: (continued)

Keterangan	2019 Jumlah/ *Total*	Kurang dari 6 bulan/ *Less than 6 months*	6 bulan sampai dengan 12 bulan/ *6 months until 12 months*	1 tahun sampai dengan 2 tahun/ *1 year until 2 years*	2 tahun sampai dengan 5 tahun/ *2 years until 5 years*	Lebih dari 5 tahun/ *More than 5 years*	*Descriptions*
Simpanan nasabah	20.249.792	19.968.336	281.456	-	-	-	*Deposits from Customers*
Simpanan dari bank lain	9.409	9.409	-	-	-	-	*Deposits fromother banks*
Pinjaman subordinasi	-	-	-	-	-	-	*Subordinated loan*
Jumlah liabilitas keuangan	20.259.201	19.977.745	281.456	-	-	-	*Total financial liabilities*
Jumlah selisih penilaian bunga	**(2.691.542)**	**(15.371.060)**	**3.010.571**	**637.951**	**2.292.088**	**6.738.908**	***Interest repricing gap***

Keterangan	2018 Jumlah/ *Total*	Kurang dari 6 bulan/ *Less than 6 months*	6 bulan sampai dengan 12 bulan/ *6 months until 12 months*	1 tahun sampai dengan 2 tahun/ *1 year until 2 years*	2 tahun sampai dengan 5 tahun/ *2 years until 5 years*	Lebih dari 5 tahun/ *More than 5 years*	*Descriptions*
Giro pada bank lain	324.357	324.357	-	-	-	-	*Current accounts Withother banks*
Penempatan pada Bank Indonesia dan bank lain	2.203.102	2.203.102	-	-	-	-	*Placements with Bank Indonesia andother Banks*
Efek-efek	1.740.427	817.464	258.023	20.039	644.901	-	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	764.958	764.958					*Securities purchased under agreement to resell*
Kredit yang diberikan	15.664.638	2.947.217	3.776.500	1.220.577	2.235.912	5.484.432	*Loans*
Jumlah aset keuangan	**20.697.482**	**7.057.098**	**4.034.523**	**1.240.616**	**2.880.813**	**5.484.432**	*Total financial assets*
Simpanan nasabah	20.455.053	19.942.255	512.798	-	-	-	*Deposits from Customers*
Simpanan dari bank lain	297.062	297.062	-	-	-	-	*Deposits fromother banks*
Pinjaman subordinasi	101.955	-	-	101.955	-	-	*Subordinated loan*
Jumlah liabilitas keuangan	20.854.070	20.239.317	512.798	101.955	-	-	*Total financial liabilities*
Jumlah selisih penilaian bunga	**(1.258.528)**	**(14.284.159)**	**3.521.725**	**1.138.661**	**2.880.813**	**5.484.432**	***Interest repricing gap***

Dari *repricing gap profile* ini dapat diukur pengaruh perubahan suku bunga terhadap pendapatan bunga bersih dan/atau modal ekonomis Bank, sehingga jika terjadi perubahan suku bunga yang mungkin dapat mempengaruhi kinerja Bank, maka Bank akan dapat segera merestruktur aset dan liabilitas yang dimiliki, baik *repricing date*-nya ataupun jenis suku bunganya (*fixed* atau *floating*).

By this repricing gappro file can be measured the effects of changesin interest rateon net interest income and/or capitaleconomicalBank, hence if there isa changein interest ratethat mayaffect the Bank's performance, the Bank will be able torestructureits assetsandliabilitiesimmediately, including the repricingdateor the type ofinterest rate(fixed orfloating).

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

2. Risiko Pasar (lanjutan)

Risiko Suku Bunga (lanjutan)

Manajemen risiko tingkat suku bunga berdasarkan perspektif pendapatan bunga, dilakukan dengan mengukur sensitivitas aset dan liabilitas keuangan Bank terhadap berbagai skenario perubahan suku bunga baik standar dan non standar. Skenario standar yang dilakukan mencakup kenaikan atau penurunan paralel pada semua kurva imbal hasil.

Tabel berikut menunjukan sensitivitas terhadap kemungkinan perubahan dalam tingkat suku bunga untuk *banking book*, dengan semua variabel lain yang dimiliki adalah konstan, terhadap laporan laba rugi dan penghasilan komprehensif lain Bank:

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

2. Market Risk (continued)

Interest Rate Risk (continued)

The management of interest rate risk based on earning perspective is provided by measuring the sensitivity of the Bank's financial assets and liabilities against various standard and nonstandard interest rate changes scenarios. Standard scenario that is conducted based on increase or decrease of interest rate changes in parallel shift to the return on investment curve.

The following table shows the sensitivity to a possible change in interest rates for the banking book, with all other variables are held constant, to the statement of profit or loss and other comprehensive income of the Bank:

Tahun	IDR		USD		
	Kenaikan/ (penurunan) dalam basis poin/ *Increase (decrease) in basis points*	Dampak terhadap laporan laba rugi dan penghasilan komprehensif lain sebelum pajak/ *The impact on the statement profit or loss and other comprehensive income before tax*	Kenaikan/ (penurunan) dalam basis poin/ *Increase (decrease) in basis points*	Dampak terhadap laporan laba rugi dan penghasilan komprehensif lain sebelum pajak/ *The impact on the statement profit or loss and other comprehensive income before tax*	*Year*
2019	100	(54.166,56)	100	10.407,90	*2019*
	(100)	54.166,56	(100)	(10.407,90)	
2018	100	(54.982,39)	100	(1.041,32)	*2018*
	(100)	54.982,39	(100)	1.041,32	

Risiko Nilai Tukar

Selama tahun berjalan, dalam mengelola risiko nilai tukar yang merupakan bagian dari risiko pasar, Bank telah melakukan langkah-langkah sebagai berikut:

(1) Pengawasan aktif dari Dewan Komisaris dan Direksi, melalui:
   a. Responsif terhadap Laporan Profil Risiko Pasar terkait Risiko Nilai Tukar dan perkembangan kondisi makro yang disampaikan oleh Direktorat Manajemen Risiko secara periodik.

Foreign Exchange Risk

During the year, in managing the foreign exchange risk, which is a part of its market risk, the Bank has performed the following steps:

(1) Active monitoring from Boards of Commissioners and Directors, through:
   a. Be a responsiveto the Market Risk Profile Report related to Foreign Exchange Riskand macro condition developmentswhich reported by the Directorate of Risk Management periodically.

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

2. Risiko Pasar (lanjutan)

Risiko Nilai Tukar (lanjutan)

Selama tahun berjalan, dalam mengelola risiko nilai tukar yang merupakan bagian dari risiko pasar, Bank telah melakukan langkah-langkah sebagai berikut: (lanjutan)

(1) Pengawasan aktif dari Dewan Komisaris dan Direksi, melalui: (lanjutan)

b. Kebijakan untuk mengambil posisi konservatif terhadap eksposur yang terkena risiko nilai tukar sesuai dengan ketentuan yang berlaku dengan mengutamakan prinsip kehati-hatian (*prudent banking*).

(2) Pengendalian atas posisi risiko dengan penetapan *limit* transaksi, *limit* risiko dan *limit* per fungsional.

(3) Pembakuan Kebijakan dan Prosedur:
a. Memiliki dan melaksanakan Pedoman Manajemen Risiko Pasar dan Kebijakan/Prosedur internal lainnya yang berkaitan dengan risiko nilai tukar.
b. Melakukan reviu dan penyempurnaan terhadap Pedoman/Prosedur Manajemen Risiko Pasar terkait risiko nilai tukar yang telah ditetapkan secara periodik.

(4) Melaksanakan proses Identifikasi, Pengukuran, Pemantauan dan Pengendalian Risiko Nilai Tukar dengan mengikuti ketentuan Regulator (BI/OJK) dan *best practices* terkini, termasuk *stress testing* terhadap kemungkinan kondisi yang terburuk (*worst case scenario*) terhadap eksposur yang terkena risiko nilai tukar.

(5) Melakukan pemantauan terhadap transaksi-transaksi pasar tertentu secara periodik untuk memitigasi risiko secara dini.

Dalam tahun berjalan, Bank telah melakukan pengembangan dan simulasi metodologi perhitungan kebutuhan modal internal yang diperlukan untuk mengatasi risiko pasar dengan menggunakan metode internal VaR (*Value at Risk*) melalui aplikasi *Market Risk Measurement* (MRM). Untuk pengelolaan risiko pasar, Bank difasilitasi melalui *Assets and Liabilities Committee* (ALCO).

Bank telah mengelola posisi mata uang asing untuk aset dan liabilitas keuangan yang dimiliki oleh Bank dengan memonitor Posisi Devisa Bersih (PDN). Pada tanggal 31 Desember 2019 dan 2018, PDN Bank telah diungkapkan dalam Catatan 39.

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

2. Market Risk (continued)

Foreign Exchange Risk (continued)

During the year, in managing the foreign exchange risk, which is a part of its market risk, the Bank has performed the following steps: (continued)

(2) Active monitoring from Boards of Commissioners and Directors, through: (c ontinued)
b. Policies for taking conservative position against the exchange rate risk exposure in accordance with the applicable regulations with emphasis on the prudential banking principle.

(2) Control the risk position by setting the transaction limit, risk limit and limit perfunctional.

(3) Standar dization of Policies and Procedures:
a. Havingand implementing Market Risk Management Guidelines and other internal Policy/Procedures related to the foreign exchange risk.
b. Conduct a review and improvement of Guidelines / Market Risk related to foreign exchange risk Management Procedures periodically.

(4) Implementingthe process of Identification, Measurement, Monitoring and Controlling of Foreign Exchange Riskin accordance to Regulator (BI/OJK) and recent best practices, including stress testingto the worst case scenario on exposure which has a sensitivity of foreign exchange risk.

(5) Conduct monitoring on certain market transactions periodically to mitigate the risks in advance.

During the year, the Bank has conducted development and simulation on methodology of internal capital requirements calculation to cover market risk susing internal VaR (Value at Risk) through the application of Market Risk Measurement (MRM). In regard to market risk management, the Bank is facilitated through its Assets and Liabilities Committee (ALCO).

The Bank manages its foreign currency position for its financial assets and liabilities by monitoring the Bank's Net Open Position (NOP). As of December 31, 2019 and 2018, the Bank's NOP has been disclosed in Note 39.

43. MANAJEMEN RISIKO (lanjutan) / *43. RISK MANAGEMENT (continued)*

III. Profil Risiko (lanjutan) / *III. Risk Profile (continued)*

2. Risiko Pasar (lanjutan) / *2. Market Risk (continued)*

Risiko Nilai Tukar (lanjutan) / ***Foreign Exchange Risk (continued)***

Tabel dibawah ini mengikhtisarkan eksposur Bank atas risiko nilai tukar mata uang asing pada tanggal 31 Desember 2019 dan 2018. Termasuk didalamnya adalah instrumen keuangan pada nilai tercatat, dikategorikan berdasarkan jenis mata uang:

The table below summarises exposure to foreign currency exchange rate risk as of December 31, 2019 and 2018. Included in the table are financial instruments at carrying amounts, categorized by currencies:

	2019						
	Dolar Amerika Serikat/ *United States Dollar*	**Euro Eropa/ *European Euro***	**Dolar Singapura/ *Singapore Dollar***	**Dolar Australia/ *Australian Dollar***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Aset							***Assets***
Kas	13.959	2.511	14.087	1.423	1.905	33.885	*Cash*
Giro pada Bank Indonesia	152.708	-	-	-	-	152.708	*Current accounts with Bank Indonesia*
Giro pada bank lain	79.623	5.014	185.711	2.477	19.461	292.286	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.429.898	-	-	-	-	1.429.898	*Placements with Bank Indonesia and other bank*
Pendapatan bunga yang masih akan diterima	4.804	-	42	-	-	4.846	*Accrued interest Receivables*
Kredit yang diberikan	622.207	-	24.244	-	-	646.451	*Loans*
Aset lain-lain	32.951	320	4	-	-	33.275	*Other assets*
Jumlah	2.336.150	7.845	224.088	3.900	21.366	2.593.349	*Total*
Liabilitas							***Liabilities***
Liabilitas segera	930	-	114	-	-	1.044	*Obligation due Immediately*
Simpanan Nasabah	1.658.902	15	227.762	2	839	1.887.520	*Deposits fromcustomers*
Bunga masih harus dibayar	2.128	-	409	-	-	2.537	*Accrued interest Payables*
Beban akrual dan liabilitas lain-lain	4.425	355	-	-	-	4.780	*Accrued expenses and other liabilities*
Jumlah	1.666.385	370	228.285	2	839	1.895.881	*Total*
Laporan posisi keuangan – bersih	**669.765**	**7.475**	**(4.197)**	**3.898**	**20.527**	**697.468**	***Statement of financials position – net***

	2018						
	Dolar Amerika Serikat/ *United States Dollar*	**Euro Eropa/ *European Euro***	**Dolar Singapura/ *Singapore Dollar***	**Dolar Australia/ *Australian Dollar***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Aset							***Assets***
Kas	10.961	342	24.175	1.275	864	37.617	*Cash*
Giro pada Bank Indonesia	186.940	-	-	-	-	186.940	*Current accounts with Bank Indonesia*
Giro pada bank lain	102.472	2.328	130.635	452	3.880	239.767	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	618.340	-	-	-	-	618.340	*Placements with Bank Indonesia and other bank*
Pendapatan bunga yang masih akan diterima	6.280	-	51	-	-	6.331	*Accrued interest Receivables*
Kredit yang diberikan	1.141.193	-	55.733	-	-	1.196.926	*Loans*
Aset lain-lain	1.651	338	4.402	-	-	6.391	*Other assets*
Jumlah	2.067.837	3.008	214.996	1.727	4.744	2.292.312	*Total*

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

2. Risiko Pasar (lanjutan)

Risiko Nilai Tukar (lanjutan)

Tabel dibawah ini mengikhtisarkan eksposur Bank atas risiko nilai tukar mata uang asing pada tanggal 31 Desember 2019 dan 2018. Termasuk didalamnya adalah instrumen keuangan pada nilai tercatat, dikategorikan berdasarkan jenis mata uang: (lanjutan)

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

2. Market Risk (continued)

Foreign Exchange Risk (continued)

The table below summarises exposure to foreign currency exchange rate risk as of December 31, 2019 and 2018. Included in the table are financial instruments at carrying amounts, categorized by currencies: (continued)

	2018						
	Dolar Amerika Serikat/ *United States Dollar*	**Euro Eropa/ *European Euro***	**Dolar Singapura/ *Singapore Dollar***	**Dolar Australia/ *Australian Dollar***	**Lain-lain/ *Others***	**Jumlah/ *Total***	
Liabilitas							***Liabilities***
Liabilitas segera	1.714	-	-	-	-	1.714	*Obligation due Immediately*
Simpanan Nasabah	1.989.438	-	-	-	1.671	1.991.109	*Deposits fromcustomers*
Bunga masih harus dibayar	2.824	-	-	-	-	2.824	*Accrued interest Payables*
Beban akrual dan liabilitas lain-lain	150	399	-	-	-	549	*Accrued expenses and other liabilities*
Jumlah	1.994.126	399	-	-	1.671	1.996.196	*Total*
Laporan posisi keuangan – Bersih	**73.711**	**2.609**	**214.996**	**1.727**	**3.073**	**296.116**	***Statement of financials position – Net***

Tabel di bawah ini menggambarkan posisi mata uang asing atas aset dan liabilitas moneter yang tidak diperdagangkan pada tanggal 31 Desember 2019 dan 2018 dimana Bank memiliki risiko terhadap arus kas masa depan. Analisis tersebut menghitung pengaruh dari pergerakan wajar mata uang asing yang memungkinkan terhadap Rupiah, dengan seluruh variabel lain dianggap konstan, terhadap laporan laba rugi dan penghasilan komprehensif lain (akibat adanya perubahan nilai wajar aset dan liabilitas moneter yang tidak diperdagangkan yang sensitif terhadap nilai tukar) dan ekuitas (akibat adanya perubahan nilai wajar atas aset dan liabilitas keuangan yang termasuk kategori tersedia untuk dijual).

The table below indicates the foreign currencies position of non-trading monetary assets and liabilities as of December 31, 2019 and 2018 which shows that the Bank has risk exposure in expected cash flows. The analysis calculates the effect of a reasonably possible movement of the currency rate against the Indonesian Rupiah, with all variables held constant, on the statement of profit or loss and other comprehensive income (due to change in the fair value of currency sensitive non-trading monetary assets and liabilities) and equity (due to change in the fair value of available-for-sale financial assets and liabilities).

	2019		
	Kenaikan/ (penurunan) dalam basis poin/ *Increase/(decrease) in basis points*	**Sensitivitas dalam laporan laba rugi/ *Sensitivity of profit or loss***	
Mata uang			***Currency***
Dolar Amerika Serikat	10/(10)	6,67/(6,67)	*United States Dollar*
Poundsterling Inggris	10/(10)	6,28/(6,28)	*Great Britain Poundsterling*
Euro Eropa	10/(10)	6,50/(6,50)	*European Euro*

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

2. Risiko Pasar (lanjutan)

Risiko Nilai Tukar (lanjutan)

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

2. Market Risk (continued)

Foreign Exchange Risk(continued)

	2018		
	Kenaikan/ (penurunan) dalam basis poin/ *Increase/(decrease) in basis points*	**Sensitivitas dalam laporan laba rugi/ *Sensitivity of profit or loss***	
Mata uang			***Currency***
Dolar Amerika Serikat	10/(10)	369,38(369,38)	*United States Dollar*
Poundsterling Inggris	10/(10)	25,20(25,20)	*Great Britain Poundsterling*
Euro Eropa	10/(10)	14,43(14,43)	*European Euro*

3. Risiko Likuiditas

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank.

Kunci pengukuran yang digunakan oleh Bank untuk mengelola risiko likuiditas adalah dengan menggunakan analisis gap dan rasio-rasio likuiditas seperti rasio aset likuid terhadap dana pihak ketiga, rasio deposan inti, rasio intermediasi makroprudensial (RIM), serta dengan memantau posisi bersih arus kas dalam jangka waktu 1 hari sampai dengan 3 bulan ke depan dan aktivitas pendanaan antar bank. Bank melakukan pemantauan atas pengelolaan risiko likuiditas melalui perkembangan profil risiko likuiditas setiap bulan yang dilaporkan kepada Direksi dan Komite Pemantau Risiko.

Beberapa langkah telah diambil dalam mengelola risiko likuiditas, seperti dari sisi aset, strategi pembelian instrumen keuangan yang berkualitas tinggi dan berisiko rendah untuk posisi trading book, available for sale dan hold to maturity, memelihara posisi aset likuid, dan menjaga saldo Giro Wajib Minimum (GWM) sesuai ketentuan Bank Indonesia. Sementara di sisi kewajiban, strategi memelihara komposisi *Current Account Savings Account* (CASA) terhadap total deposito dan melakukan analisis terhadap jenis-jenis liabilitas dan jangka waktunya.

Langkah yang diambil oleh Bank sehubungan dengan mismatch antara aset dan liabilitas moneter yang jatuh tempo antara 1 (satu) sampai dengan 6 (enam) bulan adalah meningkatkan pelayanan kepada nasabah, memantau perpanjangan simpanan, mencari nasabah baru serta menawarkan produk dan bunga yang menarik kepada nasabah, untuk menjaga stabilitas dan kontinuitas jumlah simpanan.

Di samping itu, Bank juga mengintensifkan usaha penagihan kepada debitur bermasalah, penjualan agunan yang diambil alih (AYDA) dan menempatkan kelebihan dana pada surat-surat berharga yang memiliki pasar yang likuid sehingga dapat dicairkan setiap saat apabila Bank membutuhkan dana.

3. Liquidity Risk

Liquidity risk is risk due to the inability of the Bank to meet obligations due from cash flow funding sources and / or from high quality liquid assets that can be pledged, without disrupting the activities and financial condition of the Bank.

The key measurement used by the Bank to manage liquidity risk is to use gap analysis and liquidity ratios such as the ratio of liquid assets to third party funds, core depositors' ratio, macroprudential intermediation ratio (RIM), and by monitoring the net position of cash flows within a period 1 day to the next 3 months and interbank funding activities. The Bank monitors liquidity risk management through the development of a liquidity risk profile every month that is reported to the Directors and Risk Monitoring Committee.

Several steps have been taken in managing liquidity risk, such as in terms of assets, purchasing strategies of high quality and low-risk financial instruments for trading book positions, available for sale and hold to maturity, maintaining liquid asset positions, and maintaining the Statutory Reserves (GWM)) in accordance with Bank Indonesia regulations. While on the liability side, the strategy maintains the composition of the Current Account Savings Account (CASA) of total deposits and analyzes the types of liabilities and their time periods.

The steps taken by the Bank in connection with the mismatch between monetary assets and liabilities with maturities between 1 (one) to 6 (six) months are to improve service to customers, monitor the extension of deposits, find new customers and offer attractive products and interest to customers. , to maintain stability and continuity in the amount of deposits.

In addition, the Bank also intensified collection efforts for troubled debtors, foreclosed collateral sales (AYDA) and placed excess funds in securities that have a liquid market so that they can be disbursed at any time if the Bank needs funds.

43. MANAJEMEN RISIKO (lanjutan) / *43. RISK MANAGEMENT (continued)*

III. Profil Risiko (lanjutan) / *III. Risk Profile (continued)*

3. Risiko Likuiditas (lanjutan) / *3. Liquidity Risk (continued)*

	2019							
	Jumlah/ *Total*	**Kurang dari 1 bulan/ *Less than 1 mon***	**1 bulan sampai dengan 3 bulan/ *1 month until 3 months***	**3 bulan sampai dengan 1 tahun/ *3 months until 1 year***	**1 tahun sampai dengan 2 tahun/ *1 year until 2 years***	**2 tahun sampai dengan 5 tahun/ *2 years until 5 years***	**Lebih dari 5 tahun/ *More than 5 years***	
Aset								***Assets***
Kas	320.052	320.052	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	1.491.352	1.491.352	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	365.143	365.143	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.639.873	1.639.873	-	-	-	-	-	*Placements with Bank Indonesia andother banks*
Efek-efek	1.825.746	-	-	880.924	51.800	185.907	707.115	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	1.637.441	-	470.422	1.167.019	-	-	-	*Securities purchased under agreement to resell*
Tagihan derivatif	6.910	6.910	-	-	-	-	-	*Derivative receivables*
Pendapatan bunga yangmasih akan diterima	131.194	131.194	-	-	-	-	-	*Accrued interest Receivables*
Kredit yang diberikan	13.736.898	1.092.894	786.348	3.133.531	586.151	2.106.181	6.031.793	*Loans*
Tagihan akseptasi	48.409	12.601	14.509	21.299	-	-	-	*Acceptance receivables*
Penyertaan saham	137	-	-	-	-	-	137	*Investment in shares of stock*
Aset lain-lain:								*Other assets:*
Setoran jaminan dan tagihan	150.164	-	-	-	150.164	-	-	*Guarantee deposits and receivables*
Jumlah	21.353.319	5.060.019	1.271.279	5.202.773	788.115	2.292.088	6.739.045	*Total*
Liabilitas								*Liabilities*
Liabilitas segera	77.322	77.322	-	-	-	-	-	*Liabilities due immediately*
Simpanan nasabah	20.249.792	15.982.301	2.386.904	1.880.587	-	-	-	*Deposits from customers*
Simpanan dari bank lain	9.409	9.409	-	-	-	-	-	*Deposits from other banks*
Liabilitas derivatif	-	-	-	-	-	-	-	*Derivative payables*
Liabilitas akseptasi	48.409	12.601	14.509	21.299	-	-	-	*Acceptance payables*
Bunga masih harus dibayar	77.452	77.452	-	-	-	-	-	*Accrued interest payables*
Beban akrual dan liabilitas lain-lain	282.293	-	-	-	-	-	282.293	*Accrued expenses and other liabilities*
Jumlah	20.744.677	16.159.085	2.401.413	1.901.886	-	-	282.293	*Total*
Aset (Liabilitas) Bersih	608.642	(11.099.066)	(1.130.134)	3.300.887	788.115	2.292.088	6.456.753	*Net Assets (Liabilities)*

43. MANAJEMEN RISIKO (lanjutan) / *43. RISK MANAGEMENT (continued)*

III. Profil Risiko (lanjutan) / *III. Risk Profile (continued)*

3. Risiko Likuiditas (lanjutan) / *3. Liquidity Risk (continued)*

	2018							
	Jumlah/ *Total*	Kurang dari 1 bulan/ *Less than 1 mon*	1 bulan sampai dengan 3 bulan/ *1 month until 3 months*	3 bulan sampai dengan 1 tahun/ *3 months until 1 year*	1 tahun sampai dengan 2 tahun/ *1 year until 2 years*	2 tahun sampai dengan 5 tahun/ *2 years until 5 years*	Lebih dari 5 tahun/ *More than 5 years*	
Aset								***Assets***
Kas	379.176	379.176	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	1.387.519	1.387.519	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	324.357	324.357	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	2.203.102	2.203.102	-	-	-	-	-	*Placements with Bank Indonesia andother banks*
Efek-efek	1.740.427	-	817.464	258.023	20.039		644.901	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	764.958	764.958	-	-	-	-	-	*Securities purchased under agreement to resell*
Tagihan derivatif	657	657	-	-	-	-	-	*Derivative receivables*
Pendapatan bunga yangmasih akan diterima	130.071	130.071	-	-	-	-	-	*Accrued interest Receivables*
Kredit yang diberikan	15.664.638	2.187.615	759.602	3.776.500	1.220.577	2.235.912	5.484.432	*Loans*
Tagihan akseptasi	35.056	7.928	13.698	11.571	1.857	-	-	*Acceptance receivables*
Penyertaan saham	137	-	-	-	-	-	137	*Investment in shares of stock*
Aset lain-lain: Setoran jaminan dan tagihan	29.833	-	-	-	29.833	-	-	*Other assets: Guarantee deposits and receivables*
Jumlah	22.659.931	7.385.383	1.590.764	4.046.094	1.272.306	2.235.912	6.129.470	*Total*
Liabilitas								*Liabilities*
Liabilitas segera	72.847	72.847	-	-	-	-	-	*Obligations due Immediately*
Simpanan nasabah	20.455.053	15.254.898	3.017.769	2.182.386	-	-	-	*Deposits from Customers*
Simpanan dari bank lain	297.062	108.021	189.041	-	-	-	-	*Deposits from other banks*
Liabilitas derivatif	320	109	-	211	-	-	-	*Derivative payables*
Liabilitas akseptasi	35.056	7.930	13.698	11.571	1.857			*Acceptance payables*
Bunga masih harus dibayar	65.960	65.960	-	-	-	-	-	*Accrued interest Payables*
Beban akrual dan liabilitas lain-lain	130.335	-	-	-		-	130.335	*Accrued expenses and other liabilities*
Pinjaman subordinasi	101.955	-	-	101.955	-	-	-	*Subordinated loan*
Jumlah	21.158.588	15.509.765	3.220.508	2.296.123	1.857	-	130.335	*Total*
Aset (Liabilitas) Bersih	1.501.343	(8.124.382)	(1.629.744)	1.749.971	1.270.449	2.235.912	5.999.135	*Net Assets (Liabilities)*

Selanjutnya, Bank juga telah melakukan *stress testing* dalam beberapa analisis skenario dengan perkiraan kondisi terburuk yang mungkin terjadi dan analisis *Contingency Funding Plan* secara periodik.

Furthermore, the Bank has conducted stress testing in some scenario analysis by estimating of the worst case scenario and analysis of Contingency Funding Plan periodically.

Pemantauan harian maupun secara periodik terhadap transaksi-transaksi yang berkaitan dengan risiko likuiditas telah dilakukan Bank secara konsisten untuk terwujudnya tata kelola perusahaan yang baik.

Daily and periodically monitoring of the transactions relating to the Bank's liquidity risk has been performed consistently to establish good corporate governance.

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

4. Risiko Operasional

Risiko operasional adalah risiko akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank.

Bank menerapkan manajemen risiko operasional dengan sasaran memastikan bahwa Bank telah melakukan proses manajemen risiko yang meliputi identifikasi risiko, penilaian risiko, evaluasi risiko, mitigasi risiko serta dilakukan pemantauan dan pelaporan atas pelaksanaannya. Hal tersebut dilakukan dengan tujuan akhir memaksimalkan manfaat dari suatu produk/layanan atau proses transaksi/aktivitas dengan potensi risiko operasional yang telah diperhitungkan.

Pencatatan data kerugian dan potensi kerugian berperan penting dalam pengelolaan dan kalkulasi risiko operasional. Bank telah melakukan pengelolaan pencatatan data kerugian dan potensi kerugian yang terjadi pada Satuan Kerja Operasional (*Risk Taking Unit*) secara periodik melalui aplikasi *Tools Loss Event* (TLE) dan *Potential Loss Event* (PLE) yang telah diimplementasikan secara online di seluruh cabang.

Pengelolaan data kerugian tersebut sebagai salah satu data input dalam penilaian parameter Profil Risiko Operasional yang dipetakan sesuai frekuensi kejadian dan dampaknya.

Pemantauan terhadap perkembangan Profil Risiko Operasional dilakukan melalui identifikasi faktor-faktor penyebab kerugian operasional yang terjadi dan memberikan rekomendasi kepada Satuan Kerja Operasional terkait dalam memitigasi kejadian risiko tersebut di masa mendatang.

Pengawasan oleh Dewan Komisaris dan Direksi Bank atas Profil Risiko Operasional dan pelaksanaan manajemen risiko dilakukan melalui rapat Komite Manajemen Risiko dan Komite Pemantau Risiko yang dilakukan secara berkala sesuai dengan kebutuhan Bank.

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

4. Operational Risk

Operational risk is the risk due to inadequate and/or failed internal processes, human error, system failure, and/or the existence of external events affecting the Bank's operations.

The Bank implements operational risk management with the objective to ensure that Bank has performed a risk management process that includes risk identification, risk assessment, risk evaluation, risk mitigation, and monitoring and reporting on the implementation. It is perform with the ultimate goal to maximize the benefits of a product/service or transaction/activity process with the potential operational risks that have been calculate.

Recording of data loss and potential loss plays an important role in the operational risk management and calculation. The Bank has conducted data loss records management and the potential loss that occurred in the Operations Unit (Risk Taking Unit) periodically through Tools Loss Event (TLE) and Potential Loss Event (PLE) applications, which have been implemented online in all branches.

Management of data loss is one of the input data in the assessment of Operational Risk Profile parameters which is mapped in accordance to its frequency of occurrence and impact.

Monitoring the development of Operational Risk Profile through the identification of the causal factors operating losses incurred and provide recommendations to the Risk Taking Units relating to mitigate risk events in the future.

Monitoring by the Bank's Boards of Commissioners and Directors on the Operational Risk Profile and risk management is conducted through Risk Management Committee and Risk Monitoring Committee meetings that are conducted periodically based on the Bank's needs.

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

4. Risiko Operasional (lanjutan)

Bank telah melakukan pengukuran risiko operasional selama tahun berjalan dengan menggunakan metode Basic Indicator Approach (BIA) dengan berpedoman kepada Peraturan Bank Indonesia No. 15/12/PBI/2013 tanggal 12 Desember 2013 tentang Kewajiban Penyediaan Modal Bank Umum dan Surat Edaran Bank Indonesia No. 11/3/DPNP tanggal 29 Januari 2009 tentang Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Operasional dengan menggunakan Pendekatan Indikator Dasar (PID).

Secara bertahap Bank akan terus melakukan pengembangan metode pengukuran risiko operasional dengan penggunaan pengukuran yang lebih maju yaitu *Standardized Approach* (SA) dan/atau *Advanced Measurement Approach* (AMA).

Selain kebijakan dan metode tersebut di atas, Bank juga telah menerapkan upaya yang terus menerus dikembangkan untuk membangun lingkungan budaya risiko yang mendukung pelaksanaan manajemen risiko operasional. Hal tersebut dilakukan melalui penguatan pada tiga lini pertahanan *(three lines of defense)* yaitu pemberdayaan unit bisnis sebagai lini pertahanan pertama, pembentukan fungsi manajemen risiko operasional sebagai lini pertahanan kedua dan koordinasi kerja dengan Internal Audit sebagai lini pertahanan ketiga.

5. Risiko Reputasi

Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan *(stakeholder)* yang bersumber dari persepsi negatif terhadap Bank.

Kegagalan Bank dalam menjaga reputasinya di mata masyarakat dapat menimbulkan pandangan maupun persepsi negatif masyarakat terhadap Bank. Apabila risiko ini dihadapi oleh Bank, maka dalam waktu singkat dapat terjadi penurunan atau hilangnya kepercayaan nasabah terhadap Bank yang pada akhirnya akan memberikan dampak negatif terhadap pendapatan usaha dan volume aktivitas Bank.

Corporate Secretary Bank setiap hari melakukan monitoring terhadap pemberitaan media untuk memantau publikasi negatif atau keluhan nasabah yang muncul di media. Sedangkan monitoring secara bank wide atas keluhan nasabah yang disampaikan langsung ke Bank dilakukan oleh *SubDit Service Quality* untuk kemudian ditindaklanjuti penyelesaiannya melalui cabang terkait sesuai ketentuan yang berlaku. Untuk pemberitaan negatif dan keluhan nasabah yang muncul di media selanjutnya dibuatkan klarifikasi dan tanggapan sesuai dengan langkah terbaik yang ditempuh Bank.

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

4. Operational Risk (continued)

The Bank has conducted the operational risk measurement during the year using the Basic Indicator Approach (BIA) method by referring to Bank Indonesia Regulation No. 15/12/PBI/2013 dated December 12, 2013 regarding the Capital Requirement of Commercial Banks and Bank Indonesia Circular Letter No. 11/3/DPNP dated January 29, 2009 regarding the calculation of Risk Weighted assets (RWA) of Operational Risk using the Basic Indicator Approach (PID).

Gradually the Bank will continue to develop measurement methods of operational risk by using more advanced measurements such as Standardized Approach (SA) and/or Advanced Measurement Approach (AMA).

In addition to policies and methods above, the Bank has also implemented an ongoing effort to build a cultural environment that support the implementation of operational risk management. This is done through the strengthening of the three lines of defense such as empower the business unit as a first line of defense, the establishment of operational risk management function as a second line of defense and coordination with Internal Audit as a third line of defense.

5. Reputation Risk

Reputation risk is the risk related to the decreasing level of stakeholders' confidence arising from the negative perception on the Bank.

The Bank's failure in proctecting its reputation in the public's perception may result in negative view as well as perception by the public towards the Bank. If the Bank faces this risk then in the short run, the Bank may lose the customer's trust that will ultimately result in a negative impact to the Bank's income and volume of activities.

The Bank's Corporate Secretary monitors the news media on a daily basis for any negative publicity or customer complaints that appeared in the media. While monitoring the Bank's wide customer complaints submitted directly to the Bank is conducted by SubDit Service Quality to be followed-up through the related branch in accordance with the relevant regulations. For negative reporting and customer complaints that appear in the media would be clarified and responded in accordance with the best effort taken by the Bank.

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

5. Risiko Reputasi (lanjutan)

Upaya mitigasi risiko reputasi juga dilakukan saat Bank meluncurkan produk/layanan/program baru dengan menganalisis risiko reputasi yang mungkin timbul dan strategi mengantisipasi risiko tersebut. Demikian pula, untuk informasi yang material atau yang penting untuk diketahui oleh nasabah, *Corporate Secretary* juga menyiapkan panduan untuk para frontliner dan spokespersons agar mereka bisa menjelaskan informasi tersebut secara benar dan proporsional kepada nasabah Bank.

6. Risiko Hukum

Risiko hukum adalah risiko akibat tuntutan hukum dan/atau kelemahan aspek yuridis. Kelemahan aspek yuridis tersebut antara lain disebabkan adanya ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak dan pengikatan dokumen yang tidak sempurna.

Sebagai sebuah perusahaan yang berdiri dalam yuridiksi hukum Indonesia, Bank harus selalu tunduk terhadap segala peraturan hukum yang dikeluarkan oleh Bank Indonesia dan Otoritas Jasa Keuangan selaku regulator industri perbankan di Indonesia dan instansi berwenang lainnya terkait dengan Bank. Selain itu, Bank juga harus mengikuti segala bentuk peraturan perundangan yang berlaku di masyarakat baik yang terkait secara langsung maupun tidak langsung dengan kegiatan usaha Bank. Kegagalan Bank dalam mengikuti peraturan hukum yang berlaku dapat mengakibatkan pada timbulnya tuntutan hukum yang akan ditujukan kepada Bank.

Apabila tuntutan-tuntutan hukum yang diajukan kepada Bank memiliki nilai yang material, maka hal tersebut dapat memberikan dampak secara langsung terhadap kinerja keuangan Bank.

Untuk memitigasi risiko hukum yang mungkin timbul akibat tuntutan hukum atau kelemahan aspek yuridis, Bank memiliki Biro Hukum. Biro tersebut memiliki peranan antara lain:

1) melakukan analisa hukum atas produk dan/atau aktivitas baru serta membuat standar dokumen hukum yang terkait dengan produk dan/atau aktivitas tersebut;
2) memberikan analisis/advis hukum kepada seluruh pegawai pada setiap jenjang organisasi;

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

5. Reputation Risk (continued)

Efforts to mitigate reputational risk is also done when the Bank launched new products/services/program by analyzing reputational risks that may arise and how to anticipate risk. Similarly for the material or important information to be known by the customer, Corporate Secretary also prepared a guide to the frontliner and spokespersons for them to explain the information correctly and proportional to its customers.

6. Legal Risk

Legal risk is the risk related to legal claims and/or weakness in the legal aspect. Such weakness in legal aspect is caused, among others, by the lack of the supporting legislation or weakness of the contracts such as incomplete requirements for a valid contract and imperfect document contract.

As a company that established under the jurisdiction of the laws of Indonesia, the Bank shall always be subject to all regulations issued by Bank Indonesia and Financial Services Authority as the regulator of the banking industry in Indonesia and others authorities related to the Bank. In addition, the Bank also must apply any rules and laws applicable in society that relevant either directly or indirectly to the business activities of the Bank. Incompliance to the law and regulation may result in lawsuits that will be addressed to the Bank.

When lawsuits that are filed to the Bank have material impact, then they can provide a significant affect on the financial performance of the Bank.

To mitigate the legal risks that may arise from lawsuits or juridical weakness, the Bank has the General Legal Division. This Division has roles among others:

1) performing legal analysis on the new products and/or activities as well as create a standard legal documents related to the products and activities;
2) providing analysis/ legal advice to all employees at every level of the organization;

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

6. Risiko Hukum (lanjutan)

Untuk memitigasi risiko hukum yang mungkin timbul akibat tuntutan hukum atau kelemahan aspek yuridis, Bank memiliki Biro Hukum. Biro tersebut memiliki peranan antara lain: (lanjutan)

3) memberikan advis atas eksposur hukum akibat perubahan ketentuan atau peraturan;
4) memeriksa segala perjanjian yang akan dibuat antara Bank dengan pihak ketiga;
5) melakukan pemeriksaan berkala atas perjanjian yang telah dibuat; dan
6) memantau risiko hukum yang ada di seluruh cabang dan unit kerja Bank.

Dengan adanya biro tersebut, maka Bank memiliki kebijakan hukum dan standar dokumen hukum baku yang terkait dengan produk atau fasilitas perbankan yang ditawarkan oleh Bank kepada masyarakat, dimana kebijakan hukum dan standar dokumen hukum dimaksud dibuat dengan mengacu kepada ketentuan peraturan perundangan yang berlaku serta memperhatikan kepentingan aspek yuridis dari Bank. Selain itu, Biro Hukum Bank juga memiliki fungsi litigasi yang salah satu tugasnya adalah menangani setiap permasalahan hukum yang terkait dengan litigasi agar risiko hukum yang mungkin timbul dapat diminimalisasi.

Pengelolaan risiko hukum dilakukan dengan memantau perkembangan kasus-kasus hukum yang terjadi dan mengambil lesson learnt dari kasus-kasus tersebut. Penanganan kasus hukum yang dilakukan pada Bank senantiasa memperhitungkan potensi kerugian baik atas penyelesaian kasus secara musyawarah mufakat/damai ataupun melalui jalur pengadilan. Bank juga memberikan perhatian khusus atas kasus hukum yang berpotensi menimbulkan kerugian secara signifikan.

7. Risiko Kepatuhan

Risiko kepatuhan merupakan risiko akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku.

Dalam menjalankan kegiatan usaha pada industri perbankan, Bank diwajibkan untuk selalu tunduk terhadap peraturan perbankan yang diterbitkan baik oleh Bank Indonesia, Otoritas Jasa Keuangan maupun Pemerintah. Selain itu, Bank juga wajib tunduk kepada beberapa ketentuan lainnya seperti: peraturan yang mengatur Penjaminan Simpanan, Perseroan Terbatas, Perpajakan dan peraturan di bidang pasar modal (Otoritas Jasa Keuangan dan Bursa Efek).

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

6. Legal Risk (continued)

To mitigate the legal risks that may arise from lawsuits or juridical weakness, the Bank has the General Legal Division. This Division has roles among others: (continued)

3) providing advice on the legal exposure due to changes in rule or regulation;
4) checking any agreements that will be made between the Bank and third parties;
5) performing periodic inspections on the agreement that has been made; and
6) monitoring the legal risks in the overall Bank's branches.

Through this division, the Bank has legal policies and standard legal documents related to the product or banking facilities offered by the Bank to public, where such legal policy and standard documents are created with reference to the provisions of applicable Laws and considering the aspects jurisdiction interest of the Bank. In addition, the Bank's Legal Division has the litigation function by handling all legal issues related to litigation in order to minimize legal risks that may arise.

The legal risk is also conducted by monitoring the development of legal cases and take 'lessons learnt' principle from those cases. The management of legal cases conducted by the Bank at all time calculating potential loss, either through settlement or court. The Bank also pays special attention to legal cases which potentially may create significant loss to the Bank.

7. Compliance Risk

Compliance risk is the risk resulting from the failure of the Bank in fulfilling and/or implementing the prevailing laws and regulations.

In engaging in the banking industry services, the Bank is required to always comply with the banking regulations issued by Bank Indonesia, Financial Service Auhority and the Government. In addition, the Bank is also required to comply with several other rules such as: regulation on Deposit Guarantee Program, Limited Liability Company, Taxation and Capital Market regulations (Financial Services Authority and Stock Exchange).

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

7. Risiko Kepatuhan (lanjutan)

Pada umumnya, risiko kepatuhan melekat pada sebuah perseroan terbatas yang terkait erat pada peraturan perundang-undangan dan ketentuan lain yang berlaku, yang mengatur kewajiban Bank sebagai sebuah lembaga perbankan, seperti: risiko kredit terkait dengan ketentuan Kewajiban Penyediaan Modal Minimum (KPMM); Kualitas Aktiva Produktif; Pembentukan Cadangan Kerugian Penurunan Nilai (CKPN); Batas Maksimum Pemberian Kredit (BMPK); penerapan tata kelola yang baik (GCG); dan risiko lain yang terkait dengan ketentuan tertentu. Ketidakmampuan Bank untuk mengikuti dan mematuhi seluruh peraturan perundangan yang terkait dengan kegiatan usaha Bank dapat berdampak buruk terhadap kelangsungan usaha Bank.

Bank melakukan identifikasi dan pengelolaan risiko kepatuhan sejak awal dengan memberikan advis kepada unit bisnis dan unit operasional dalam hal pengembangan produk dan/atau aktivitas baru dan secara aktif melakukan penilaian terhadap kebijakan Pedoman dan Prosedur Internal yang dimiliki oleh Bank untuk memastikan bahwa seluruh peraturan eksternal telah diakomodasi sedemikian rupa dan selanjutnya untuk dipatuhi dalam pelaksanaannya.

Bank memantau perkembangan eksposur risiko kepatuhan setiap bulan dan menyampaikannya kepada Dewan Komisaris dan Direksi melalui Laporan Profil Risiko Bank. Bank juga menetapkan strategi mitigasi risiko atas setiap kejadian risiko kepatuhan yang perlu mendapat perhatian khusus.

Selanjutnya, Bank memiliki perangkat media online untuk menyampaikan sosialisasi semua peraturan yang berlaku kepada seluruh jajaran Bank, sehingga setiap unit kerja terkait dapat melaksanakan tugas dan tanggungjawabnya sesuai dengan peraturan Bank.

8. Risiko Stratejik

Risiko stratejik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis.

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

7. Compliance Risk (continued)

In general, the compliance risk is embedded in the limited liability company which is related to the prevailing laws and regulations and other regulations, which regulate the Bank's responsibility as a banking institution, such as: credit risk related to Capital Adequacy Ratio (CAR) regulations; Earning Assets Quality; Allowance for Impairment Losses (CKPN); Legal Lending Limit (LLL); Good Corporate Governance (GCG); and other risks related to certain regulations. The inability of the Bank to follow and comply with all laws and regulations related to the Bank's business activities may affect the continuity of the Bank.

The Bank identifies and manages compliance risk early by providing assistance to the business units and operational units in developing new products and/or activities and actively performs an assessment of Internal Guidelines and Procedures owned by the Bank to ensure that all external regulations have been applied properly in such manner and subsequently adhered to in practice.

The Bank monitors compliance risk exposure progress monthly and submits it to the Boards of Commissioners and Directors through the Bank's Risk Profile Report. The Bank also sets a risk mitigation strategy for each event of compliance risks that need special attention.

Furthermore, the Bank has the tools of online media to socialize all the rules applied to all levels in the Bank, hence each related unit can carry out its duties and responsibilities in accordance to the Bank's regulations.

8. Strategic Risk

Strategic risk is the risk due to inappropriateness in the decision and/or execution of a strategic decision and failure to anticipate changes in the business environment.

43. MANAJEMEN RISIKO (lanjutan)

III. Profil Risiko (lanjutan)

8. Risiko Stratejik (lanjutan)

Ketidakmampuan Bank dalam melakukan penyusunan strategi yang tepat dapat menimbulkan kegagalan bisnis Bank di masa yang akan datang.

Bank melakukan identifikasi dan kuantifikasi risiko stratejik sejak awal penyusunan rencana bisnis Bank dengan berpedoman pada visi, misi, strategi dan kemampuan Bank.

Bank mengelola risiko stratejik melalui proses pertimbangan dan pengambilan keputusan secara kolektif dan komprehensif di lingkungan Komite Manajemen untuk disampaikan ke Direksi, yang turut mempengaruhi dan berdampak pada langkah-langkah bisnis yang akan diambil dalam kerangka kebijakan dan arah yang telah ditetapkan.

Selanjutnya, Bank memantau perkembangan eksposur risiko stratejik setiap bulan dan menyampaikan kepada Dewan Komisaris dan Direksi melalui Laporan Profil Risiko Bank. Terhadap kejadian risiko stratejik yang perlu mendapat perhatian khusus, telah ditetapkan strategi mitigasi risikonya oleh Bank.

43. RISK MANAGEMENT (continued)

III. Risk Profile (continued)

8. Strategic Risk (continued)

Inability of the Bank to undertake the preparation of a proper strategy may result in the failure of the Bank's business in the future.

The Bank identifies and quantifies strategic risk from the beginning of business plan preparation based on its vision, mission, strategy and capability.

The Bank manages strategic risk through the process of considerations and collective decision-making and comprehensive in the Management Committee to be submitted to the Directors, that influence and impact the business steps to be taken in the policy framework and direction that has been set.

Furthermore, the Bank monitors the development of strategic risk exposure monthly and submits it to the Boards of Commissioners and Directors through the Bank's Risk Profile Report. On the event of strategic risk that need special attention, the Bank has set up the related risk mitigation strategy.

44. NILAI WAJAR INSTRUMEN KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2019 dan 2018, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

44. FAIR VALUE OF FINANCIALINSTRUMENTS

The tables below summarize the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of December 31, 2019 and 2018, and not updated to reflect changes in market conditions which have occurred after this date

31 Desember 2019	**Nilai tercatat/** *Carrying amount*	**Nilai wajar/** *Fair value*	***December 31, 2019***
Aset Keuangan:			***Financial Assets:***
Kas	320.052	320.052	*Cash*
Giro pada Bank Indonesia	1.491.352	1.491.352	*Current accounts with BankIndonesia*
Giro pada bank lain – neto	364.823	364.823	*Current accounts with other banks – net*
Penempatan pada Bank Indonesia dan bank lain-neto	1.639.873	1.639.873	*Placements with Bank Indonesia andotherbanks - net*
Efek-efek – neto	1.841.743	1.825.746	*Marketable securities – net*
Efek-efek yang dibeli dengan janji dijual Kembali	1.637.441	1.637.441	*Securities purchased under agreement to resell*
Tagihan derivatif	6.911	6.911	*Derivative receivables*
Pendapatan bunga yang masih akan diterima	131.194	131.194	*Accrued interest receivables*
Kredit yang diberikan – neto	13.459.487	13.459.487	*Loans – net*
Tagihan akseptasi	48.409	48.409	*Acceptance receivables*
Penyertaan saham	137	137	*Investment inshares of Stock*
Aset lain-lain:			*Other assets:*
Setoran jaminan dan Tagihan	150.164	150.164	*Guarantee deposits and Receivables*
Jumlah Aset Keuangan	**21.091.586**	**21.075.589**	***Total Financial Assets***

44. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2019 dan 2018, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini. (lanjutan)

44. FAIR VALUE OF FINANCIALINSTRUMENTS (continued)

The tables below summarize the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of December 31, 2019 and 2018, and not updated to reflect changes in market conditions which have occurred after this date. (continued)

31 Desember 2019	Nilai tercatat/ *Carrying amount*	Nilai wajar/ *Fair value*	*December 31, 2019*
Liabilitas Keuangan:			***Financial Liabilities:***
Liabilitas segera	77.322	77.322	*Obligations due immediately*
Simpanan nasabah	20.249.792	20.249.792	*Deposits from customers*
Simpanan dari bank lain	9.409	9.409	*Deposits from other banks*
Liabilitas akseptasi	48.409	48.409	*Acceptance payables*
Bunga masih harus dibayar	77.452	77.452	*Accrued interest payables*
Liabilitas lain-lain	282.293	282.293	*Other liabilities*
Jumlah Liabilitas Keuangan	**20.744.677**	**20.744.677**	***Total Financial Liabilities***

31 Desember 2018	Nilai tercatat/ *Carrying amount*	Nilai wajar/ *Fair value*	*December 31, 2018*
Aset Keuangan:			***Financial Assets:***
Kas	379.176	379.176	*Cash*
Giro pada Bank Indonesia	1.387.519	1.387.519	*Current accounts with BankIndonesia*
Giro pada bank lain – neto	324.357	324.357	*Current accounts with other banks – net*
Penempatan pada Bank Indonesia dan bank lain-neto	2.203.102	2.203.102	*Placements with Bank Indonesia andotherbanks - net*
Efek-efek – neto	1.897.522	1.740.427	*Marketable securities – net*
Efek-efek yang dibeli dengan janji dijual kembali	765.597	764.958	*Securities purchased under agreement to resell*
Tagihan derivatif	657	657	*Derivative receivables*
Pendapatan bunga yang masih akan diterima	130.071	130.071	*Accrued interest receivables*
Kredit yang diberikan – neto	15.076.319	15.076.319	*Loans – net*
Tagihan akseptasi	35.056	35.056	*Acceptance receivables*
Penyertaan saham	137	137	*Investment inshares of Stock*
Aset lain-lain:			*Other assets:*
Setoran jaminan dan Tagihan	29.833	29.833	*Guarantee deposits and Receivables*
Jumlah Aset Keuangan	**22.229.346**	**22.071.612**	***Total Financial Assets***
Liabilitas Keuangan:			***Financial Liabilities:***
Liabilitas segera	72.847	72.847	*Obligations due immediately*
Simpanan nasabah	20.455.053	20.455.053	*Deposits from customers*
Simpanan dari bank lain	297.062	297.062	*Deposits from other banks*
Liabilitas derivatif	320	320	*Derivative payables*
Liabilitas akseptasi	35.056	35.056	*Acceptance payables*
Bunga masih harus dibayar	65.960	65.960	*Accrued interest payables*
Beban akrual dan liabilitas lain-lain	130.335	130.335	*Accrued expenses and other liabilities*
Pinjaman subordinasi	101.955	101.955	*Subordinated loan*
Jumlah Liabilitas Keuangan	**21.158.588**	**21.158.588**	***Total Financial Liabilities***

44. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

a. Giro pada Bank Indonesia, giro pada bank lain dan pendapatan bunga yang masih akan diterima dan aset lain-lain.

Nilai tercatat dari giro pada Bank Indonesia dan bank lain dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

Estimasi nilai wajar terhadap pendapatan bunga yang masih akan diterima ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari pendapatan bunga yang masih akan diterima adalah perkiraan yang layak atas nilai wajar.

Nilai wajar setoran jaminan diasumsikan sama dengan nilai terutangnya karena tidak mempunyai persyaratan pembayaran yang pasti walaupun tidak diharapkan untuk dikembalikan dalam jangka waktu 12 (dua belas) bulan setelah periode pelaporan.

b. Penempatan pada Bank Indonesia dan bank lain

Nilai tercatat dari penempatan dan simpanan *overnight* dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

Estimasi nilai wajar terhadap penempatan dengan suku bunga tetap ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari penempatan dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

c. Efek-efek

Nilai wajar untuk efek ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*).

d. Kredit yang diberikan

Portofolio kredit Bank secara umum terdiri dari kredit yang diberikan dengan suku bunga mengambang dan kredit yang diberikan dengan jangka pendek dengan suku bunga tetap. Kredit yang diberikan dinyatakan berdasarkan *amortized cost.* Nilai wajar dari kredit yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan suku bunga pasar saat ini.

Nilai tercatat dari kredit yang diberikan dengansuku bunga mengambang dan nilai tercatat atas kredit jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

44. FAIR VALUE OF FINANCIALINSTRUMENTS (continued)

a. Current accounts with Bank Indonesia and other banks, accrued interest receivables and other assets.

The carrying amount of floating rate current accounts with other banks and Bank Indonesia is a reasonable approximation of fair value.

The estimated fair value of accrued interest income is based on discounted cash flows using prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is less than1 (one) year, the carrying amount of accrued interest income is a reasonable approximation of fair value.

The fair value of security deposits are assumed to be the same as their original principal amounts because they have no fixed repayment terms although they are not expected to be settled within12 (twelve) months after the reporting period.

b. Placements with Bank Indonesia and other banks

The carrying amount of floating rate placements and overnight deposits is a reasonable approximation of fair value.

The estimated fair value of fixed interest bearing deposits is based on discounted cash flows using prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is below 1 (one) year, the carrying amount of fixed interest bearing deposits is a reasonable approximation of fair value.

c. Marketable securities

The fair value for marketable securities is based on market prices or broker/dealer price quotations.

d. Loans

Generally, the Bank's loan portfolio consists ofloans with variable interest rate and short-term loans with fixed interest rate. Loans are stated at amortized cost. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates.

The carrying amounts of variable rate loans and short-term fixed rate loans are the reasonable approximation of their fair values.

44. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

e. Instrumen derivative

Nilai wajar atas instrumen derivatif yang dinilaimenggunakan teknik penilaian dengan menggunakan komponen yang dapat diamati di pasar terutama adalah swap suku bunga, swap mata uang dan kontrak pertukaran mata uang. Teknik penilaian yang paling banyak digunakan meliputi model penilaian *forward dan swap* yang menggunakan perhitungan nilai kini. Model tersebut menggabungkan berbagai komponen yang meliputi kualitas kredit dari *counterparty*, nilai spot dan kontrak berjangka serta kurva tingkat suku bunga

f. Liabilitas segera, simpanan nasabah, simpanan dari bank lain, bunga masih harus dibayar, beban akrual dan liabilitas lain-lain.

Estimasi nilai wajar simpanan tanpa jatuh tempo, termasuk simpanan tanpa bunga, adalah sebesar jumlah terutang ketika utang tersebut dibayarkan.

Estimasi nilai wajar terhadap simpanan dengan tingkat suku bunga tetap, bunga masih harus dibayar, beban akrual dan liabilitas lain-lain yang tidak memiliki kuotasi di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah 1 (satu) tahun sehingga nilai tercatat dari simpanan nasabah, simpanan dari bank lain, bunga masih harus dibayar, beban akrual dan liabilitas lain-lain adalah perkiraan yang layak atas nilai wajar.

g. Pinjaman subordinasi

Nilai wajar dari pinjaman subordinasi dihitung menggunakan arus kas yang didiskonto berdasarkan suku bunga pasar.

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar:

44. FAIR VALUE OF FINANCIALINSTRUMENTS (continued)

e. Derivative instruments

The fair values of derivative instruments valued by valuation techniques using components which can be observed in the market, primarily are interest rate swaps, currency swaps and currency exchange contracts. Most widely used valuation techniques include forward and swap valuation models which use the present value calculation. The models incorporate various components which include the credit quality of the counterparty, spot value and future contracts and interest rate curve.

f. Obligations due immediately, deposits from customers, deposits from other banks, accrued interest expenses, accrued expenses and other liabilities.

The estimated fair value of deposits with no stated maturity, which includes non-interest bearing deposits, is the amount repayable on demand.

The estimated fair value of fixed interest-bearing deposits, accrued interest expenses, accrued expenses and other liabilitiesnot quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaining maturity. Since the maturity is below 1 (one) year, the carrying amount of deposits from customers, deposits from other banks, accrued interest expenses and other liabilities is a reasonable approximation of fair value.

g. Subordinated loan

The fair value of subordinated loan is calculated using discounted cash flows using market rate.

The tables below show the financial instruments measured at fair value grouped according to the fair value hierarchy:

	2019				
		Nilai Wajar/*Fair Value*			
	Nilai Tercatat/ ***Carrying Value***	**Tingkat/** ***Level 1***	**Tingkat/** ***Level 2***	***Tingkat/*** ***Level 3***	
Aset keuangan					***Financial assets***
Efek-efek :					*Marketablesecurities*
- Dimiliki hingga jatuh tempo	782.868	779.204	-	-	*Held-to-maturity -*
- Tersedia untuk dijual	1.058.875	1.046.542	-	-	*Available-for-sale -*
Kredit yang Diberikan	13.459.487	-	-	13.459.487	*Loans*
Jumlah	**15.301.230**	**1.825.746**	**-**	**13.459.487**	***Total***
Liabilitas keuangan					***Financial assets***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
- Liabilitas derivative	-	-	-	-	*Derivatives payable -*
- Pinjaman Subordinasi	-	-	-	-	*Subordinated loan -*
Jumlah	-	-	-	-	***Total***

44. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar: (lanjutan)

44. FAIR VALUE OF FINANCIALINSTRUMENTS (continued)

The tables below show the financial instruments measured at fair value grouped according to the fair value hierarchy: (continued)

	2018				
		Nilai Wajar/*Fair Value*			
	Nilai Tercatat/ *Carrying Value*	Tingkat/ *Level 1*	Tingkat/ *Level 2*	*Tingkat/ Level 3*	
Aset keuangan					***Financial assets***
Efek-efek :					*Marketablesecurities*
- Dimiliki hingga jatuh tempo	679.291	665.892	-	-	*Held-to-maturity -*
- Tersedia untuk dijual	1.095.000	1.074.535	-	-	*Available-for-sale -*
Kredit yang Diberikan	15.076.319	-	-	15.076.319	*Loans*
Jumlah	**16.850.610**	**1.740.427**	**-**	**15.076.319**	***Total***
Liabilitas keuangan					***Financial assets***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
- Liabilitas derivative	320	-	320	-	*Derivatives payable -*
- Pinjaman Subordinasi	101.955	-	-	101.955	*Subordinated loan -*
Jumlah	**102.275**	**-**	**320**	**101.955**	***Total***

45. MANAJEMEN MODAL

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, dan kepercayaan pasar, memastikan struktur permodalan yang efisiensi dan memenuhi ketentuan permodalan yang ditetapkan oleh regulator. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti pengembalian modal yang optimal pada pemegang saham dan keamanan yang diberikan oleh posisi modal yang sehat.

Bank menyusun Rencana Permodalan berdasarkan penilaian dan penelaahan atas kebutuhan kecukupan permodalan yang dipersyaratkan dan mengkombinasikannya dengan tinjauan perkembangan ekonomi terkini dan hasil dari metode stress test. Bank senantiasa akan menghubungkan tujuan keuangan dan kecukupan modal terhadap risiko melalui proses perencanaan modal dan stress test, begitu pula dengan usaha yang didasarkan pada permodalan dan persyaratan likuiditas Bank.

Kebutuhan permodalan Bank juga direncanakan dan didiskusikan secara rutin yang didukung dengan data analisis.

Rencana Permodalan disusun oleh Direksi sebagai bagian dan Rencana Bisnis Bank dan disetujui oleh Dewan Komisaris. Perencanaan ini diharapkan akan memastikan tersedianya modal yang cukup dan terciptanya struktur permodalan yang optimal.

Kewajiban Penyediaan Modal Minimum (KPMM) pada tanggal 31 Desember 2019 dan 2018 masing-masing dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tanggal 29 Januari 2016 dan Peraturan Bank Indonesia (PBI) No. 15/12/PBI/2013 tanggal 12 Desember 2013 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, dimana modal untuk risiko kredit terdiri dari modal inti (Modal Inti Utama/Common Equity Tier 1 - CET 1 dan Modal IntiTambahan/ Additional Tier 1 - AT 1) dan modal pelengkap.

45. CAPITAL MANAGEMENT

The Bank's capital management objectives is to maintain a strong capital position to support business growth and to sustain investors, depositors, and market confidence, to ensure the efficiency of the capital structure and meet the capital requirements set by regulators. In managing its capital, the Bank considers factors such as providing optimal capital rate of return to shareholders and safety provided by a sound capital position.

The Bank undertakes Capital Planning based on assessment and review of the capital situation in terms of the legal capital adequacy requirement, combined with assessment of economic outlooks and stress test result. The Bank will continue to link financial and capital adequacy goals to risk appetite through the capital planning process and stress testing method as well as assess the businesses based on the Bank's capital and liquidity requirements.

The capital adequacy of the Bank are also discussed and managed on a routine basis supported by data analysis.

Capital requirement is prepared by Board of Directors as part of Bank's business plan and is approved by the Board of Commissioners. This requirement to ensure minimum capital and an optimum of capital structure.

Capital Adequacy Ratio (CAR) as of December 31, 2019 and 2018 respectively calculated based on the Regulation of Financial Services Authority (POJK) No. 11/POJK.03/ 2016 dated January 29, 2016 and Bank Indonesia Regulation (PBI) No. 15/12/PBI/2013 dated December 12, 2013 concerning Minimum Capital Requirement for Commercial Banks, where capital for credit risk consist of core capital (Main Core Capital/ Common Equity Tier 1 - CET 1 and Additional Core Capital/Additional Tier 1 - AT-1) and supplementary capital.

45. MANAJEMEN MODAL (lanjutan)

Aset Tertimbang Menurut Risiko (ATMR) dihitung berdasarkan persyaratan yang telah ditentukan yang mencerminkan berbagai tingkatan risiko yang terkait dengan aset dan eksposur yang tidak tercermin dalam laporan posisi keuangan. Berdasarkan peraturan OJK, Bank diharuskan untuk mempertimbangkan risiko kredit, risiko pasar dan risiko operasional dalam mengukur ATMR.

Manajemen menggunakan rasio permodalan yang diwajibkan oleh regulator untuk memantau permodalan Bank. Pendekatan OJK untuk pengukuran ini terutama didasarkan pada pemantauan hubungan antara profil risiko Bank dengan ketersediaan modal. Bank wajib menyediakan modal minimum sesuai profil risiko.

Penyediaan modal minimum sebagaimana dimaksud ditetapkan sebagai berikut:

a) 8% dari ATMR untuk bank dengan profil risiko peringkat 1
b) 9% sampai dengan kurang dari 10% dari ATMR untuk bank dengan profil risiko peringkat 2
c) 10% sampai dengan kurang dari 11% dari ATMR untuk bank dengan profil risiko peringkat 3
d) 11% sampai dengan 14% dari ATMR untuk bank dengan profil risiko peringkat 4 atau peringkat 5

Bank telah mematuhi semua persyaratan modal yang ditetapkan oleh regulator sepanjang periode pelaporan, khususnya berkenaan dengan perhitungan KPMM dan ATMR.

Kewajiban penyediaan modal Bank dengan memperhitungkan risiko kredit, risiko operasional dan risiko pasar pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

45. CAPITAL MANAGEMENT (continued)

Risk-Weighted Assets (RWA) is calculated based on the requirements determined which reflect varying degrees of risk associated with the assets and exposures that are not reflected in the statement of financial position. Based on FSA regulations, the Bank is required to consider the credit risk, market risk and operational risk in measuring RWA.

Management uses capital ratio required by the regulator to monitor the Bank's capital. FSA approach to measurement is based primarily on monitoring the relationship between the risk profile of the Bank by the adequacy of capital. Banks are required to provide the appropriate minimum capital risk profile.

The capital adequacy minimum referred defined as follows:

a) 8% of RSA for banks with a risk profile rating of 1
b) 9% to less than 10% of RSA for banks with a risk profile rating of 2
c) 10% to less than 11% of RSA for banks with a risk profile rating of 3
d) 11% to less than 14% of RSA for banks with a risk profile rating of 4 or 5

Bank has complied with all capital requirements set by the regulator during the reporting period, specially with regard to the calculation of CAR and RWA.

The Bank's capital adequacy ratio with consideration for credit, operational and market risk as of December 31, 2019 and 2018 are as follows:

	2019	2018	
Komponen Modal			*Capital Component*
Modal Inti			*Core Capital*
Modal Inti Utama (CET 1)	3.431.679	3.874.822	*Common Equity Tier (CET 1)*
Modal Inti Tambahan (AT 1)	-	-	*Additonal Tier (AT 1)*
Jumlah Modal Inti	3.431.679	3.874.822	*Total Core Capital*
Modal Pelengkap	116.869	215.600	*Supplementary Capital*
Jumlah Modal (Catatan 38)	3.548.548	4.090.422	*Total Capital (Note 38)*
Aset Tertimbang Menurut Risiko untuk Risiko Kredit	16.769.295	18.312.318	*Risk Weighted Assets for Credit Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Operasional	2.239.711	2.197.552	*Risk Weighted Assets for Operational Risk*
Aset Tertimbang Menurut Risiko untuk Risiko Pasar	119.213	146.372	*Risk Weighted Assets for Market Risk*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit dan risiko operasional	18,67%	19,94%	*Capital Adequacy Ratio (CAR) with credit and operational risk*
Rasio Kewajiban Penyediaan Modal Minimum untuk risiko kredit, risiko operasional dan risiko pasar	18,55%	19,80%	*Capital Adequacy Ratio (CAR) with credit, operational and market risk*
Rasio KPMM			*CAR Ratios*
Rasio CET 1	17,94%	18,76%	*CET 1 Ratio*
Rasio AT 1	0,00%	0,00%	*AT 1 Ratio*
Rasio AT 2	0,61%	1,04%	*AT 2 Ratio*
Rasio Total	18,55%	19,80%	*Total Ratio*
Rasio Minimum Tier 1	6,00%	6,00%	*Tier 1 Minimum Ratio*
Rasio Minimum CET 1	4,50%	4,50%	*CET 1 Minimum Ratio*
KPMM Minimum berdasarkan Profil Risiko	9,29%	9,30%	*Minimum CAR based Risk Profile*

46. RASIO ASET PRODUKTIF TERHADAP JUMLAH ASET

Tabel berikut menyajikan rasio aset produktif sebelum dikurangi penyisihan kerugian terhadap jumlah aset:

46. EARNING ASSETS RATIO OF TOTAL ASSETS

The following table presents the ratio of productive assets before allowance for losses to total assets:

	2019	2018	
Giro pada Bank Indonesia dan bank lain	7,27%	6,58%	*Current accounts with Bank Indonesia and other banks*
Penempatan pada Bank Indonesia dan bank lain	6,42%	8,47%	*Placements with Bank Indonesia and other banks*
Efek-efek	7,15%	6,69%	*Marketable securities*
Kredit yang diberikan	52,72%	60,19%	*Loans*
Penyertaan saham	0,00%	0,00%	*Investment in shares of stock*
Jumlah rasio aset produktif	**73,56%**	**81,93%**	***Total earning assets ratio***

47. INFORMASI PENTING LAINNYA

47. OTHER IMPORTANT INFORMATION

	2019	2018	
Rasio Aset Tetap Terhadap Modal	64,18%	54,31%	*Fixed Assets to capital ratio*
Rasio Kredit yang diberikan terhadap Dana Pihak Ketiga (LFR)	68,29%	77,18%	*Loan to Funding Ratio (LFR)*
Rasio Kredit yang tergolong Non-Performing Loans (NPL) terhadap Total Kredit	4,25%	3,33%	*Non-Performing Loans to total loans ratio*
Rasio Beban Operasional terhadap Pendapatan Operasional (BOPO)	105,11%	97,12%	*Operating Expenses to Operating Income Ratio*
Rasio Aset Produktif Bermasalah terhadap Total Aset Produktif	4,45%	4,70%	*Non-Performing Earning Assets to Earning Assets Ratio*
Rasio Laba Setelah Pajak terhadap Rata-rata Aset (ROA)	(0,30)%	0,27%	*Return on Assets (ROA) Ratio*
Rasio Laba Setelah Pajak terhadap Rata-rata Ekuitas (ROE)	(1,63)%	1,43%	*Return on Equity (ROE) Ratio*
Net Interest Margin (NIM)	4,77%	5,39%	*Net Interest Margin (NIM)*

48. PERISTIWA SETELAH TANGGAL NERACA

a. Penerapan PSAK No. 71

Efektif 1 Januari 2020 Bank telah menerapkan PSAK 71 "instrumen keuangan" dengan membukukan tambahan cadangan kerugian penurunan nilai (CKPN) kredit yang diberikan sebesar Rp1.290.275 juta yang telah mengurangi saldo laba ditahan pada komponen ekuitas dan akan mengurangi rasio kewajiban penyediaan modal minimum sekitar 3%.

b. Dampak Penyebaran *Coronavirus Disease* - 19

Pada tanggal 13 Maret 2020 Otoritas Jasa Keuangan telah menerbitkan POJK No.11/POJK/03/2020 tentang Stimulus Perekonomian Nasional Sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease* - 19 yang berlaku sejak tanggal 13 Maret 2020 sampai dengan 31 Maret 2021. Perihal dampak atas penyebaran Covid-19 dan Stimulus Perekonomian Nasional sedang dipelajari oleh manajemen Bank dan belum dapat diungkapkan dalam laporan keuangan.

48. SUBSEQUENT EVENTS

a. Implementation of SFAS No. 71

effective January 1, 2020 The Bank has implemented PSAK 71 "financial instruments" by recording an additional allowance for impairment losses (CKPN) of loans amounting to Rp1,290,275 million which will reduce the retained earnings in the equity component and will reduce the minimum capital adequacy ratio about 3%.

b. Impact of the Spread of Coronavirus Disease - 19

On March 13, 2020 the Financial Services Authority has issued POJK No.11/POJK/03/2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease - 19 which is valid from March 13, 2020 to March 31, 2021. Regarding the impact of the spread Covid-19 and the National Economic Stimulus are being studied by Bank management and cannot be disclosed in the financial statements.

BANK ARTHA GRAHA INTERNASIONAL

2019

LAPORAN TAHUNAN

ANNUAL REPORT

Gedung Artha Graha

Jalan Jenderal Sudirman Kaveling 52-53

Jakarta 12190

Artha Graha Building

Jalan Jenderal Sudirman Kaveling 52-53

Jakarta 12190

Telepon / Phone : +62 21 5152168

Faksimili / Facsimile : +62 21 5153892